

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

*Annual Narrative Report  
1 October 2013 – 30 September 2014*

## Acronyms

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

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## About this report

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

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

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

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

**This Annual Narrative Report covers the period 1 October 2013 – 30 September 2014.** It is complemented by a Provisional Financial Report which is annexed to it. The next Annual Narrative Report for the period 1 October 2014 to 30 September 2015 will be submitted by 15 November 2015.

Annual and Financial Reports of the Secretariat for previous years (2011-2013) as well Foundation documents of the Secretariat can be found on the SUN Movement website and include:

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

## Introductory Executive Summary

The SUN Movement, which was launched in September 2010, completes its fourth year with 54 countries and the Indian State of Maharashtra committed to scaling up nutrition. Thirteen countries<sup>1</sup> joined during the reporting period and the emphasis has been on ensuring that the experience of being in the Movement is of maximum value for all countries.

In 2014, the Lead Group has encouraged the Movement to focus on ensuring that SUN Countries are receiving the support that they need for rapid improvements in capacities that help them realize their four Strategic Objectives (as presented in the [SUN Movement Strategy -2012-2015](#)). They have encouraged involvement in “Communities of Practice” (CoPs) to accelerate support. The CoPs enable more focused interaction between all stakeholders in the Movement, provide a new opportunity for researchers and nutrition professionals to be increasingly engaged, and enable the experiences of some to be quickly shared with, and appreciated by, others. [For more information on the emerging of CoPs refer to Result Area 2].

As in previous years, the Secretariat continues to provide support to the **Lead Group** so that it can exercise accountable stewardship of the Movement and undertake effective resource mobilisation for addressing under-nutrition. It provides assistance to Lead Group members to oversee the accountability of the overall SUN Movement and fosters opportunities to enable Lead Group members to undertake effective high-level advocacy for nutrition. In this reporting period the Secretariat has also supported the process of commissioning and overseeing an Independent and Comprehensive Evaluation of the Movement.

All activities undertaken by the Secretariat in support to **SUN Countries** serve to encourage achievement of progress by countries to scale up nutrition and better understand national needs and challenges.<sup>2</sup>

Since the inception of the SUN Movement, governments of SUN Countries have identified capacities that need to be developed if they are to implement effective multi-sectoral actions to scale up nutrition. When they themselves are unable to access the resources needed to build these capacities they have turned to the Secretariat and expressed various needs and requests for support. In response to these requests from SUN Government Focal Points the Secretariat has developed a **framework for capacity building (Capacity to Deliver System of Response or C2D)** which is a systematic approach for bringing together the needs identified by countries that cannot be met at country level and sources of technical and practical support that exist across the Movement. This support can come from other SUN countries, SUN Networks or other external partners, such as international NGOs, universities or professional associations.

**Four areas of support have been identified** and currently constitute the main streams of the Capacity to Deliver framework. It is expected that new areas may emerge as the needs of the countries in the SUN Movement continue to evolve. Main Streams of the Capacity to Deliver Framework: (1) Planning, costing, implementing and financing multi-sectoral actions, (2) Social mobilization, advocacy and communication for scaling up nutrition, (3) The reliable monitoring of progress, evaluation of outcomes and demonstration of nutrition results, (4) Functional capacities for coordinated and effective scaling up nutrition in action.

To expand the opportunities for sharing and learning across the Movement, the SUN Movement Secretariat aims to encourage networks and consortia of organizations that have a range of expertise and skills so as to provide speedy and tailored responses to specific requests for support on a draw-down basis. The engagement of the consortia within countries is contributing to the formation of **Communities of Practice (CoP)** which serve as a focus, within the Movement, for the development of needed technical capacities in countries within the four identified areas of support [see Output 2.1 and 2.3].

As in previous years, the Secretariat continues to provide support to the **SUN Networks** so that they

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<sup>1</sup> Cambodia, Comoros, Congo-Brazzaville, Costa Rica, Guinea-Bissau, Lesotho, Liberia, the Philippines, Somalia, Swaziland, Tajikistan, Togo, Vietnam

<sup>2</sup> More details on SUN Country progress are available in the 2014 SUN Movement Annual Progress Report and its compendium available [here](#).

can respond to SUN Countries' request for support in a timely and effective way and contribute to responsive and aligned assistance to SUN Countries. This will be done by jointly working with SUN Networks and by drawing on their knowledge and expertise as the Secretariat catalyses four Communities of Practice providing tailored responses to country needs. The Secretariat will continue working closely with individual networks to ensure their priorities and workplans are aligned with the SUN Movement Strategy.

In 2014, the Facilitators of the four networks reported that each is firmly established and is actively engaging, in a coordinated manner, within the SUN Movement. In addition, the SUN Network Facilitators indicate that there is sustained progress in terms of advocacy for nutrition on the global stage. The SUN Networks meet regularly through Network Facilitators' teleconferences organised and coordinated by the SUN Movement Secretariat [see Output 2.1]. In the next 12 months the Global Networks will focus on reinforcing linkages between country and global level actions, and in particular, on ensuring that global commitments for support to countries are actually delivered, either directly or in collaboration with others within the framework of Communities of Practice [see Result Area 2].

In terms of challenges, the global SUN Networks display a remarkable similarity in terms of where more work is needed. All networks have indicated substantial scope for improvement in how their members are aligning their policies to deliver on the objectives of the SUN Movement Strategy and are creating better interactions between the global and country networks. It could be argued that these are linked: in order to deliver meaningful change for SUN Countries, global commitments must be implemented at the country level. This effort to institutionalize the SUN Movement approach within the networks remains a work in progress: it is an area for renewed attention and future learning initiatives.

The main adjustment during the reporting period has been linked to the nomination of David Nabarro (Coordinator of the SUN Movement) as UN Secretary General's Special Envoy on Ebola in August 2014. This additional assignment has been full time from mid-August 2014 and Tom Arnold (member of the Lead Group) has been nominated SUN Movement Coordinator ad interim by the end of August.

There remains much more to be done to achieve the overall goal of ending malnutrition- and this will require a long-term commitment over several decades. In their 15 April 2014 meeting, the Lead Group commissioned an **Independent Comprehensive Evaluation (ICE) of the SUN Movement** to assess the value it adds to efforts to scale up nutrition. The Lead Group requested that the evaluation examine the Movement's relevance, efficiency, and effectiveness, and asked that it look at its institutional structures, ways of working and decision processes, and assess the way the Movement is governed and its theory of change. It is not an evaluation of the impact of the SUN Movement on people's nutritional status, nor is it a review, by experts, on whether the Movement is right or wrong.

The [Interim Progress Report](#) produced by the Independent Comprehensive Evaluation (ICE) of the SUN Movement provides an interim assessment of the work and performance of the Secretariat since its foundation. This assessment stresses that the Secretariat has played a relevant role in supporting the implementation of the SUN Movement Strategy and has provided effective support to the Lead Group, SUN countries and SUN networks. The evaluation will inform a visioning exercise in 2015 to ensure that the Movement – or its successor – is able to sustain political attention, encourage effective policies, stimulate the mobilisation of extra resources and catalyse the achievement of significant improvements in people's nutrition.

## Activities of the Scaling Up Nutrition Movement Secretariat

The SUN Movement Secretariat was set up in 2012 as a small and flexible coordination team providing overall support to the Lead Group, SUN Countries and SUN Networks. It is headed by the SUN Movement Coordinator, Dr. David Nabarro, the Special Representative of the UN Secretary-General for Food Security and Nutrition (SRSG). Since the appointment of David Nabarro as UN Secretary-General's Special Envoy on Ebola in August 2014, Tom Arnold (member of the Lead Group) has been appointed as the SUN Movement Coordinator ad interim. This report covers activities carried out and results achieved by the Secretariat during the reporting period (1 October 2013 – 30 September 2014) and presented along the three Result Areas of the M&E framework of the SUN Movement. For each Output identified in the logframe of the Secretariat, activities, achievements, difficulties encountered (if any) and possible changes and prioritization of the work for the next implementation period are presented.

An assessment of the work and performance of the SUN Movement Secretariat is being undertaken as part of the Independent Comprehensive Evaluation (ICE) of the SUN Movement. The evaluation takes into account the specific evaluation requirements set out in the funding agreements signed between the Secretariat and its donors. The evaluation includes an assessment of whether the Secretariat has been/is adequately staffed and recommendations on its future function. This is due by end of December 2014 when the final ICE report will be released. Whilst the full evaluation of the Secretariat requires a review of overall governance arrangements, and an evaluation of overall Movement effectiveness, the initial findings are positive. The [Interim Progress Report](#) notes that: *“The SMS has played a relevant role in supporting implementation of the SUN movement strategy; It has provided effective support to the Lead Group and to SUN’s various networks; and In regards to efficiency we have seen no evidence of conspicuous waste of resources and many regard the SMS as an efficient and productive unit”*. As such, and without prejudice to the final report, the report recommends that *“The Lead Group takes early action to ensure continuity for the Secretariat, and that it should seek assurances of continued funding beyond 2015 that will enable the Secretariat to retain its staff on appropriate terms. In not doing so would risk eroding one of the SUN Movement’s main assets”*. It does note, however, that *“its precise role, structure, resources required depend on strategic decisions about SUN that have yet to be made”*.

### Result Area 1

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

The 27 members of the SUN Lead Group meet twice a year, in April and September, to review progress in the Movement and offer strategic guidance. The meetings also serve to sustain the political profile of nutrition globally. The UN Secretary General has extended the mandate of the Lead Group for a further two years, until the end of 2015, to ensure continuity during the visioning and transition phase.

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

The need to better demonstrate progress has been a key demand of the SUN Lead Group. In 2014, the Lead Group has encouraged the Movement to focus on ensuring that SUN Countries are receiving the support that they need for rapid improvements in capacities that help them realize their four Strategic Objectives (as presented in the [SUN Movement Strategy -2012-2015](#)). They have encouraged involvement in “Communities of Practice” (CoPs) to accelerate support. The CoPs enable more focused interaction between all stakeholders in the Movement, provide a new opportunity for researchers and nutrition professionals to be increasingly engaged, and enable the experiences of some to be quickly shared with, and appreciated by, others. [For more information on the emerging of CoPs refer to Result Area 2].

The Lead Group has also encouraged stakeholders within the Movement to improve evidence on effective nutrition sensitive programming and advance the sharing of experiences in order to launch,



accelerate and sustain institutional transformations. The Global Panel on Agriculture and Food Systems for Nutrition (the Chair of the SUN Lead Group is a member) participates in these efforts to improve evidence on nutrition sensitive actions that will need to be further strengthened in 2015.

They have encouraged all stakeholders within the networks to align and accelerate their financial and technical support to government plans and continue mobilising resources, and work to ensure that tracking of resources strengthens accountability and effective decision making. National resource mobilisation efforts remain a priority, with the Lead Group underscoring that countries that invest in their own nutrition are more likely to attract external investments.

To further strengthen decision making the Lead Group has emphasised the importance of engagement in the annual Movement-wide monitoring exercise in order to steer individual and collective efforts to scale up nutrition.

The integration of nutrition across all humanitarian activities from preparedness planning, to response capacity, to recovery is seen as an area that the Movement could do better with. The Lead Group has also urged stakeholders to address acute malnutrition and mainstream responses to chronic under nutrition and encourage national nutrition plans to integrate planning for crises.

There remains much more to be done to achieve the overall goal of ending malnutrition- and this will require a long-term commitment over several decades. In their 15 April 2014 meeting, the Lead Group commissioned an Independent Comprehensive Evaluation (ICE) of the SUN Movement to assess the value it adds to efforts to scale up nutrition. The Lead Group requested that the evaluation examine the Movement's relevance, efficiency, and effectiveness, and asked that it look at its institutional structures, ways of working and decision processes, and assess the way the Movement is governed and its theory of change. It is not an evaluation of the impact of the SUN Movement on people's nutritional status, nor is it a review, by experts, on whether the Movement is right or wrong.

Following a competitive bidding process, representatives of the Lead Group in the Visioning Sub Group awarded a contract for the evaluation to Mokoro Ltd, a consulting firm based in Oxford, UK. The Lead Group requested an evaluation procedure that follows agreed international standards. To do this, three qualified advisers were contracted to provide the Lead Group with assurances about the quality and the independence of the process and, an independent evaluation manager was recruited to ensure that the evaluation proceeds in line with the schedule set out in the Terms of Reference.

The evaluation will inform a visioning exercise in 2015 to ensure that the Movement – or its successor – is able to sustain political attention, encourage effective policies, stimulate the mobilisation of extra resources and catalyse the achievement of significant improvements in people's nutrition.

As in previous years, the Secretariat continues to provide support to the Lead Group so that it can exercise accountable stewardship of the Movement and undertake effective resource mobilisation for addressing under-nutrition. It provides assistance to Lead Group members to oversee the accountability of the overall SUN Movement and fosters opportunities to enable Lead Group members to undertake effective high-level advocacy for nutrition. In this reporting period the Secretariat has also supported the process of commissioning and overseeing the evaluation.

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

#### *Details of activities*

- The Secretariat organizes twice yearly meetings (in April and September each year) for the SUN Lead Group. It also provides them with updates outlining progress and challenges faced by the Movement against the Movement's strategic objectives. During the reporting period, the SUN Movement Secretariat organized the 5<sup>th</sup> and 6<sup>th</sup> meeting of the SUN Lead Group (15 April 2014 and 22 September 2014). Summary notes of the meetings are prepared by the Secretariat and made available on the website (the summary note of the Lead Group meetings can be found [here](#)).
- The Secretariat prepared and translated (in French, Spanish and Portuguese) reports to the



Lead Group on the status of the Movement, summarizing the key elements of progress, challenges and evolution. For the 5<sup>th</sup> meeting of the Lead Group the Secretariat prepared an [interim report](#) on the state of the Movement; for their 6<sup>th</sup> meeting the Secretariat prepared an overview of the SUN Movement 2014 Annual Progress Report [see Output 3.4].

- The Secretariat also supported the Lead Group's Visioning Sub Group (VSG) - responsible for overseeing the commissioning and execution of the Independent and Comprehensive Evaluation. This included seeking agreement amongst the VSG on the scale and scope of the evaluation, the development of the Terms of Reference, the hiring of three Quality Assurance Advisors, seeking funding for the evaluation, identifying suitable companies, and managing the call for proposals. To date the VSG has met several times at key intervals to oversee the evaluation (March, June and August, September 2014) [see Output 1.3].
- The Secretariat maintained regular contacts with SUN Lead Group members (including through bilateral meetings and calls) with the objective of fostering their engagement in support of the SUN Movement, and updates the Lead Group Chair on progress and challenges on a monthly basis.

### *Achievements against logframe indicators*

- The Lead Group exercises accountable stewardship over the Movement. Evidence of their stewardship can be found in: the Lead Group meeting [Summary Notes](#) and their recommendations to the Movement.
- The Lead Group meetings, in April 2014 (by teleconference) and September 2014 (face-to-face) saw good attendance with 78% and 77% respectively of Lead Group members being present or represented by senior staff.
- The Lead Group provides recommendations to the Movement based on their twice yearly discussions. At their 5<sup>th</sup> meeting, in April, the Lead Group a) took stock of progress across the Movement; b) encouraged action to strengthen SUN Countries' capacity to deliver results at scale, through the emerging Communities of Practice; c) sought ways to improve the functioning of the SUN Networks; and d) requested convergence with initiatives that support the realisation of nutrition justice for all. The Lead Group identified three areas where sustained support from the Movement could accelerate reduction in malnutrition rates in SUN Countries: 1) aligning requests from support from national multi-stakeholder platforms through SUN Government Focal Points; 2) improvements in the ways SUN Networks functioned and interacted; and 3) encouraging the success of major international initiatives, such as the second International Conference on Nutrition (ICN2).
- At their 6<sup>th</sup> meeting, in September, the Lead Group considered immediate priorities, opportunities to strengthen resilience and capacities in humanitarian crises, and the strategic direction for the SUN Movement after 2015. The Coordinator *ad interim* of the SUN Movement highlighted the progress that has been made throughout the Movement and presented the [Interim Progress Report](#) of the Independent Comprehensive Evaluation of the SUN Movement. The Lead Group's guidance to the SUN Movement on immediate priorities included: a) accelerate the pace and scale of support through the Communities of Practice; b) improve evidence, and access to advice, on effective nutrition sensitive programming; c) continue to share experiences, and ensure that in-country advocacy is evidence based; and d) explore options to highlight national mobilisation efforts, recognising that countries that invest in their own nutrition are more likely to attract external investments.
- In the past year efforts to increase mutual accountability across the Movement have intensified, at the request of the Lead Group: the majority of SUN Countries are working within their multi stakeholder platforms and have assessed their own progress over the past year; work on Conflicts of Interest within the SUN Movement has developed well [see Output 2.1]; the SUN Movement website, translated into three languages, continues to provide information to promote transparency and accountability and continues to be an effective platform for sharing knowledge [see Output 1.5]; there has been some progress on the tracking and monitoring of results-for up to date information on nutritional status to support SUN Countries

[see Output 2.2]; and significant progress on agreements to track external financial assistance to nutrition [see Output 1.2].

- The Movement continues to pursue the outcomes identified in the [2012-2015 SUN Movement Strategy](#) and [SUN Movement Road Map](#). In the past year, there continues to be progress towards achieving the Movement's four Strategic Objectives but there remains much more to be done for ending malnutrition. The Lead Group uses the interim and progress reports for assessing the status and challenges of the Movement and shares the strategic stewardship with the wider Movement. In particular the SUN Movement 2014 Annual Progress Report provides the Lead Group with an update of progress for the period October 2013 – September 2014 and recommendations for the way forward [see Output 3.4].
- The SUN Lead Group has commissioned an Independent Comprehensive Evaluation (ICE) of the Movement. This will enable the Lead Group to assess the relevance, efficiency and effectiveness of the Movement and enable a subsequent visioning exercise to be undertaken to determine how the SUN Movement might best serve its member countries post 2015 [see Output 1.3]. In particular in the short to medium term the Movement will be judged on how well it has been able to respond to requests from SUN Countries to support the strengthening of their capacities needs to be better able to scale up nutrition. The Lead Group has therefore instructed the Secretariat at their meeting in April 2014 to play a leading role in cultivating the emerging Communities of Practice that seek to provide a space for members of the Movement and SUN Countries to share learning and experience for accelerated results. This work is ongoing [see Result Area 2].

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

- The Lead Group's mandate has been extended by the UN Secretary-General until the end of 2015. The Secretary General also expanded the membership of the Lead Group, inviting the CEO of the Children's Investment Fund Foundation (CIFF) to participate.
- Two meetings of the Lead Group are expected to take place in the next reporting period (October 2014 – September 2015).
- As described in last year's report, the Lead Group identified the need for a M&E Framework that would capture *transformational* changes in the way stakeholders in the SUN Movement work together in pursuit of the Movement's four Strategic Objectives. This is a work in progress, and monitoring changes in behaviour requires ownership of this consultative process [see Output 1.3].
- The governments of countries in the SUN Movement are focusing on the need to strengthen in-country capacities to scale-up nutrition. They articulate this to the Secretariat bilaterally or through the bi-monthly SUN Country Network calls, and the Secretariat has ensured that the Lead Group is apprised of these requests. The Lead Group has tasked the SUN Movement Secretariat to facilitate the provision of external support by brokering requests from SUN Countries with members of the SUN Networks through the emerging four Communities of Practice. These are nascent and progressing at different speeds. As the number of countries in the Movement increases and the request for support become clearer, the Secretariat is being placed in a leading (rather than supporting) role [see Result Area 2].

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

**This Output should be read together with Output 2.1, Community of Practice 1 planning, costing, implementing and financing for multi-sectoral actions for improved nutrition**

#### *Details of activities*

- The Secretariat worked with specialized agencies for the dissemination of harmonized messages on the costs as well as economic and social returns for investments on nutrition. In

particular, the Secretariat provided, when requested, members of the Lead Group with messages that empower them to advocate for substantially increased financing that supports national plans for scaling up nutrition.

- The Secretariat with support from Maximising the Quality of Scaling Up Nutrition (MQSUN) and SUN Networks compiled a [synthesis report](#) on the costing exercise undertaken by twenty SUN Countries for implementing multi-sectoral strategies to scale up nutrition. The synthesis report includes insights from consultations with governments and external development partners in ten SUN Countries. This work provides a practice-based reference on how investments have been planned and costed in these countries to cover nutrition-specific, nutrition-sensitive and governance actions and aims to guide on standard factors that need to be considered when planning and costing. A two-page country profile on the actions that countries are taking, their costs, the financial shortfalls and means of accountability was shared (and subsequently updated) with SUN Donor Network senior members and with Lead Group members in advance of their meeting in April 2014 [see Output 2.1 and 3.1].
- The Secretariat commissioned a consultancy in May 2014 to develop a feasible methodology for Governments to track budget allocations in their published national budgets. Based on the review of published data from 28 national budgets, a three-step methodology is emerging as the most acceptable and feasible way for countries to track resources for nutrition. The Secretariat is working closely with the SUN Donor Network to ensure consistency in the categorization and attribution of nutrition-sensitive spending [see Output 2.1].
- The Secretariat supported the SUN Donor Network to reach a consensus in December 2013 on a consistent method for tracking financial investments in nutritional outcomes. The method is now published in the SUN website and has been used by twelve donors to estimate their financial disbursement in 2010 and 2012. Improved tracking of donor spending on nutrition is important, not only for accountability purposes, but to measure progress in mobilising resources and improve the quality of nutrition aid by highlighting gaps and inspiring changes to investments in other sectors in a way that will impact nutrition [see Output 2.2].
- The Secretariat encouraged efforts from SUN Movement stakeholders to focus on the gender dimension of nutrition, especially focusing on women empowerment. Details of the impressions made through SUN twitter and facebook accounts between Oct 2013 and September 2014 can be found at <https://storify.com/SUNMovement/sun-movement-womens-empowerment>

### *Achievements against logframe indicators*

- The Lead Group requested that investment cases are being developed for their use and for dissemination throughout the Movement. The investment case for ten nutrition-specific interventions was made in the [2013 Lancet series](#) on nutrition and the case for economic and social returns of nutrition-sensitive investments was made for the London Nutrition for Growth event in June 2013. In addition, a new Global Investment Framework for Women's and Children's Health has been published in the 2014 *Lancet* series on maternal and child health care (Stenberg K et al 2013). The paper estimates the costs and the economic and social returns of investments until 2035 in 74 countdown countries across the continuum of care, which includes nutrition interventions.
- In follow up to the intense engagement in the Nutrition for Growth event in London in June 2013 where over \$23bn was pledged for nutrition, the Lead Group continued its efforts in contributing to the mobilisation of additional resources for nutrition.
- At their 4<sup>th</sup> meeting in September 2013 Lead Group members proposed that SUN Countries be enabled to share their plans with potential investors to identify ways in which they could be reinforced in order to mobilise necessary funding from domestic and external sources. In addition to the national plans already shared by the Secretariat through the Synthesis Report, most countries in the SUN Movement report having started to cost interventions for improved

nutrition and are being supported in their efforts by providers mobilized through UN Network, Donor Network and Civil Society Network [see Output 2.1].

- During the SUN Movement Senior Level Meeting in Zambia in 1-3 December 2013 the Donor Network reached a consensus on a methodology to improve the quality and availability of data on external development assistance aimed at addressing undernutrition. The common methodology was used in 2014 to assess all nutrition-specific and nutrition-sensitive external development assistance from donors who report to the OECD-DAC for a baseline year (2010) and one additional year (2012). Findings are reported in the SUN Movement 2014 Annual Progress Report [see Output 3.4] and in the [Global Nutrition Report](#) (both publicly released in November 2014).

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

- The work on the development of a figure for the cost of preventing a child from stunting to help build the investment case and lead to an increase in resources committed to nutritional outcomes was completed for nutrition-specific cost per child (in the Lancet). However, it is now recognized that countries are suffering from multiple burdens of malnutrition and Governments are therefore increasingly more interested to get a comprehensive view on the cost of preventing a child from suffering from *different* types of malnutrition including micronutrient deficiencies and overweight and obesity (risk factors for non-communicable diseases). One of the priorities for 2014/2015 is to collate unit costs for sector interventions that contribute to results with significant associations to reduced malnutrition prevalence.
- At their 4<sup>th</sup> meeting in September 2013 Lead Group members proposed that SUN Countries be enabled to track their financial investments for nutrition. The main objective for 2014-2015 is to establish a methodology in order to enable SUN countries to track historical trends and be able to explain the parameters that have been used for transparency and comparability. As budgets are tracked on a regular basis, these will be more closely scrutinized and accountability will improve. In particular, categorization (step 2) and attribution (step 3) are likely to require consultations among representatives from key ministries. In this regards, country multi-stakeholder platforms would constitute the ideal forum to come to a consensus on what should be included or excluded, especially if agreed Common Results Framework are already available.
- At their 4<sup>th</sup> meeting in September 2013, The Lead Group members recommended that systems for resource tracking should be linked to results. The SUN Movement Secretariat continues to explore the feasibility of serving as a repository of available data resources, enabling open access to improve mutual accountability. This is seen as a temporary function and efforts are being made to ensure adequate linkages with relevant websites (e.g. WHO, FAO, REACH and the newly established Global Nutrition Report website) to ensure sustainability of efforts and avoid duplications.
- Developing a methodology for tracking financial investments in nutritional outcomes has proved to be very complicated, though efforts are underway with countries in the SUN Movement and with SUN Donor, UN System and CSO Networks. Estimating and also tracking investments for nutrition-sensitive approaches require a deep knowledge of the context as well as a thorough understanding on which sectors and actors are engaged in planning, implementing and monitoring actions for improved nutrition. The priority for 2014-2015 will be to have a number of countries willing to collect and report on financial data using a common methodology. Further alignment with the categorization that has been agreed through the SUN Donor Network will be required to ensure compatibility and comparability at country level.
- The Secretariat will continue to explore the feasibility (and the role of the Secretariat) of creating a facility for reinforced country costed plans to go through investor review in order to have higher likelihood of donors' support. The Secretariat will collect evidence from countries supported to develop plans to assess how the plans have contributed to increased opportunities for domestic and external investments. There is a risk that countries will not plan forever unless it seems as if there is an end in sight: funding, implementation and

monitoring of key interventions across sectors are urgent priorities for 2014-2015.

- Progress towards effective resource mobilization for addressing under-nutrition will lead to results if all efforts from SUN Movement, Global Nutrition Report and Networked Information System for Nutrition are well articulated.
- Further work is needed throughout the Movement to strengthen an approach to nutrition that is gender focused. Ways to do this will be explored in 2015.

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

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

- The [SUN Movement Monitoring and Evaluation \(M&E\)](#) system was developed and initiated in 2013. It uses an outcome mapping approach to assess behavioural changes in key stakeholders in their efforts in support of scaling up nutrition. It is based on the *four processes* that underpin the SUN Movement. For each process, process markers are identified which serve as stepping stones to achieving the ultimate results of the process [see Output 2.2].
- Data collection through self-assessment workshops by in-country stakeholders was rolled out in 2014. Self-assessment was chosen to increase ownership and mutual accountability of the reporting progress in the SUN Movement. With technical support from an external consultancy company (MDF Training & Consultancy), tools for in-country self-assessments and reporting were designed and shared with SUN Country Government Focal Points. The Secretariat provided technical support to countries on the assessment and reporting process. The Secretariat undertook two pilot workshops (Rwanda, Burkina Faso) and at least one individual call with each country undertaking the self-assessment. The Secretariat analysed the information coming from in-country self-assessments and reporting and developed country profiles. These were then sent back to countries for their validation.

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

- The 2014 monitoring exercise allowed the full operationalization of the M&E Framework of the SUN Movement through practical tools for data management and country self-assessment of progress in the years ahead.
- In-country stakeholders have expressed the view that the self-assessment exercise enabled members of the national multi-stakeholder nutrition platforms to work together, assess progress against the processes for Scaling Up Nutrition, examine results achieved and importantly identify key challenges.
- For country self-assessments, SUN Country Government Focal Points convened members of their multi-stakeholder platform to jointly discuss performance on each of the progress markers. Scores were awarded to each of the progress markers after thorough discussion; evidence was provided to justify scoring. Following the joint assessment of changes in the past year, the different networks in the multi-stakeholder platforms were also allowed to independently assess their performance and contribution, which was then validated by the entire group. The report from the self-assessment was circulated to all members of the country multi-stakeholder platforms for validation. This was then shared with the Secretariat for further analysis, especially of emerging patterns across the Movement.
- Two pilot country self-assessment workshops took place in Rwanda (26 March 2014) and Burkina Faso (04 April 2014) to test and refine the self-assessment tools.
- In Kigali, Rwanda, the SUN Focal Point, Dr. Fidele Ngabo, Director of Maternal and Child Health at the Ministry of Health, led a pilot workshop to test tools and methodology for monitoring national level progress on scaling up nutrition. The workshop was attended by stakeholders from across the Nutrition Technical Working Group, which is the government-led multi-stakeholder platform in Rwanda bringing together all those working on nutrition from



government, civil society, development partners, business and the UN system. The workshop offered an opportunity for sectors and stakeholders to reflect on their progress over the last year, and to identify successes and areas for continued work over the next 12 months. The group assessed their collective progress against the four processes and identified areas for focus next year. Following the meeting the results were validated by all stakeholders and submitted to the SUN Movement Secretariat for 2014 reporting.

- In Ouagadougou, Burkina Faso, the second pilot self-assessment workshop, hosted by the Ministry of Health, brought together over thirty participants to discuss and assess national progress made based on the four strategic objectives underpinning the SUN Movement. Mrs. Bertine Ouaro, the workshop facilitator and SUN Government Focal Point, emphasised the multifaceted nature of nutrition, thus the need for all stakeholders to continue working together in a concerted manner to advance the cause of improving nutrition outcomes in the country. The one day workshop included members of the national multi-stakeholder platform, the National Council for Nutrition Coordination (CNCN), ministries including Health, Agriculture, Economy and Finance, Education, Environment, the Prime Minister's Office, academic/research institutions, donors, civil society and the UN system. Activities in the morning session focused on contributions and progress of the networks whilst the afternoon session offered the opportunity for an assessment of the entire national platform.
- Between 1 May and 13 July 2014, 37 out of 40 countries that joined the Movement before September 2013, independently assessed their progress against the four processes that underpin the M&E system and the SUN Movement as a whole. The Secretariat itself undertook the assessments for the three countries that were unable to complete their self-assessments.
- While the self-assessments conducted in 37 countries provide an insight of country-level processes and understanding of scaling up nutrition, there is a risk that the assessments are incorrectly interpreted. Any comparisons between scores of progress in 2014 and those scores that are presented for 2012 or 2013 must be undertaken with care because the data were prepared differently: there was a shift from external-assessment (in 2012 and 2013) to self-assessment in 2014.
- The SUN Movement 2014 Annual Progress report was largely prepared with information from the monitoring exercise. The report is accompanied by a Compendium of Country Profiles containing the results of each country's self-assessment [see Output 3.4]. The self-assessments informed the production of the 2014 Global Nutrition Report as well.

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

- Over the next 12 months (October 2014 – September 2015), the Secretariat will continue to roll out the M&E Framework to SUN Countries as the method of tracking progress against the four process [see Output 2.2]. The Secretariat has reviewed the 2014 process and will review the methodology and documentation to improve the 2015 data collection and analysis process. The Secretariat will consider if any external support will be needed for the collection of data in 2015.
- The Secretariat will continue to monitor in-house the Secretariat's outputs (part of the M&E Framework) to show accountability towards its mandate and contractual commitments with donors.
- Given the change in the approach of collecting information from countries (i.e. self-assessments in addition to the usual two-monthly SUN Country Network calls), this strained the timeline of activities and notifications to countries during the 2014 monitoring exercise. It is however important to recognise the complementarity of the two means (i.e. self-assessment and SUN Country Network calls) for obtaining information for progress reporting. For instance, for those countries that were unable to conduct the self-assessment exercise, information provided during the conference call were used for their country profiles and validated by the SUN Country Government Focal Points.

- As the number of countries in the Movement continues to increase, it presents a unique challenge to taking a snapshot of progress within a defined timeframe. For example in the SUN Movement 2014 Annual Progress Report, for ten countries that joined after September 2013, only the baseline information provided at the time of joining was used.
- Countries cited the difficulty in financing a full day workshop with all in-country stakeholders. This limits the number of multi-stakeholder platform members that can fully engage in the consultation process. This will have to be taken into account in planning other self-assessment workshops.

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

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

- The Secretariat provided ongoing support to the Lead Group, and their Visioning Sub Group, for launching the Independent Comprehensive Evaluation (ICE). This included ensuring consensus on the scale, scope and parameters of the evaluation and the process needed to draft the Terms of Reference; options for recruiting a company; fundraising for the evaluation; recruitment of three Quality Assurance Advisors; call for proposals and the facilitation of the decisions needed to hire the winning bid. In June and July 2014 the Secretariat provided the ICE with facilitation support and documentation to ensure that the evaluation can be completed in the timeframe and within the budget allocated. The Secretariat has ensured that the process to this point has been as consultative as time allows (to learn more about the ICE see [here](#) and [here](#)). The Terms of Reference for the Evaluation can be found [here](#).

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

- By the end of this reporting period, the Independent Comprehensive Evaluation (ICE) of the SUN Movement is underway, on time and within budget. In June 2014 the Visioning Sub Group selected a consortium led by [Mokoro Ltd](#), a consulting firm based in Oxford, UK to conduct the evaluation in partnership with Valid International and The Food Economy Group. Mokoro has a strong track record in complex evaluations, as well as in aid effectiveness and country-level planning and coordination.
- The Lead Group is confident that appropriate measures have been taken to ensure the evaluation is both independent and comprehensive. The ICE will enable the Lead Group to assess the relevance, efficiency, effectiveness and sustainability of the Movement. An inclusive process is being developed and steered by the Lead Group to ensure that the visioning of the future of the Movement will get underway in earnest in January 2015
- The [Inception Report](#) for the ICE was completed in early August 2014. In September 2014, the evaluation team delivered an [Interim Progress Report](#) to the Lead Group. One of the primary purposes of the Interim Progress Report was to review the performance of the SUN Movement Secretariat. Whilst the full evaluation of the Secretariat requires a review of overall governance arrangements and of overall Movement effectiveness, the initial findings are positive. Without prejudice to the final report, the report recommends that *The Lead Group takes early action to ensure continuity for the Secretariat, and that it should seek assurances of continued funding beyond 2015 that will enable the Secretariat to retain its staff on appropriate terms. [...]*
- During September and October 2014 the evaluation team has visited eight case study SUN Countries, and in November they have participated in the SUN Movement Global Gathering in Rome.

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

- Despite some initial delays in the process for agreeing the SUN ICE - the evaluation is now underway. The evaluation remains on course to be completed by the end of 2014.



- The ICE final report will be delivered to the Lead Group on 31 December 2014. A movement wide response will be collected during January and February 2015.
- The Visioning exercise will start after the submission of the final ICE Report. A small Task Team of the Visioning Sub Group, led by the SUN Movement Coordinator ad interim will develop recommendations for the Lead Group in April 2015.
- There will always be a need for more accountability: within SUN Countries, Networks and their member organizations and entities that support them, and mutual accountability between stakeholders. The work on Conflicts of Interests has helped to sharpen the focus on accountability [see Output 2.1]. Embedding nutrition within member states processes such as those initiated by the Committee on World Food Security and the World Health Assembly such as the second International Conference on Nutrition (ICN2) or ECOSOC may increase accountability of governments to their citizens. The independent evaluation will examine areas where accountability can be further improved.

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

##### *Details of activities*

- The Secretariat provided targeted advocacy and communications support to SUN Movement stakeholders, including key advocacy messages for the Lead Group members at the occasion of high-level events. Short briefing materials were developed by the Secretariat and made available through the SUN website ([www.scalingupnutrition.org](http://www.scalingupnutrition.org)).
- Speeches and articles were written and videos were recorded by the Coordinator of the SUN Movement for high level international and national events to advocate for nutrition and inspire greater energy (IFPRI conference on building resilience for food and nutrition security, Addis Ababa, May 2014 – G20 Food for growth forum, Brisbane, June 2014 -Third National Food and Nutrition Summit, Rwanda, February 2014 – 10<sup>ème</sup> édition de la journée nationale de la nutrition à Madagascar, June 2014 – lancement de la politique et du plan d’action multisectoriel de la nutrition du Mali, June 2014 – meeting on the global health security agenda, Jakarta, August 2014)

##### *Achievements against logframe indicators*

- Over the course of this reporting period Lead Group members were involved in high-level meetings, have participated in country events, regional and international meetings, and raised the profile of under nutrition through media interviews and opinion pieces<sup>3</sup>.
- At their 5<sup>th</sup> meeting, in April 2014, the Lead Group provided guidance to the Movement on ensuring convergence with initiatives that support the realisation of nutrition justice for all: in particular they encouraged members of the Movement to consider ways to contribute to a successful outcome of the Second International Conference on Nutrition (ICN2) to take place 19 to 21 November 2014. The Lead Group welcomed the proposal by the Secretariat to organize the second SUN Movement Global Gathering in Rome from 16 to 18 November 2014 [see Output 3.4].
- The Lead Group also encouraged the Movement to consider other opportunities for convergence around nutrition, such as a) Nutrition for Growth, b) the 1000 days partnership, c) the International Year of Family Farming; and d) the Global Summit in Canada on maternal, newborn and child health (28 to 30 May 2014). Additionally, the Lead Group highlighted the work that continues on the Secretary General’s Zero Hunger Challenge, and encouraged alignment with the outcomes of the International Conference on Nutrition (ICN2) and the upcoming Sustainable Development Goals (SDGs).

<sup>3</sup> See references : <https://storify.com/SUNMovement/sun-movement-lead-group>

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

- The Secretariat will continue to brief Lead Group members in preparation for high-level advocacy opportunities in select policy arenas that will be identified.
- The Secretariat will continue preparing key advocacy messages for Lead Group members upon request.

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

[see also Output 3.4]

#### *Details of activities*

- The Secretariat, with technical support from a website company (Upwelling), ensured the update, improvement and maintenance of the [scalingupnutrition.org](http://scalingupnutrition.org) website. It deployed efforts to improve access to the SUN Movement website to more people including a review of mobile usage options, navigations tools and better segmentation of documents and news.
  - New page destinations have been created on the site for key topics including [Conflict of Interest](#) and the [Independent and Comprehensive Evaluation](#).
  - The efforts for scaling up nutrition by 54 SUN Countries and the State of Maharashtra are continuously shared on the SUN Movement Website. Country Pages for each SUN Country are regularly updated sorry second sentence should read: and news updates that reflect events and developments are routinely posted on the website and shared via the monthly SUN Movement Newsletter. The country-level website content is also actively promoted through social media (facebook and twitter).
  - The SUN Civil Society Network area of the website was improved with an [interactive map](#) and [infographic](#) to show SUN Network efforts.
  - The [SUN events calendar](#) is being further developed and include filters to make easier usage depending on the audience.
- The SUN Movement country homepages were further developed to better showcase country progress against the four strategic processes of the SUN Movement. The Secretariat produced and disseminated communication materials to empower stakeholder advocacy and communication such as SUN Movement Bumper Stickers, brochures, briefs and powerpoint presentations [see Output 3.4].
- The Secretariat continued gathering relevant pieces of information and news by strengthening the communications channels for news content between SUN Government Focal Points as well as with SUN Networks Facilitators.
- The SUN Movement Secretariat is exploring options to better store and arrange institutional knowledge about country progress.

#### *Achievements against logframe indicators*

- The SUN Movement's multi-lingual website ([www.scalingupnutrition.org](http://www.scalingupnutrition.org)) is continually being updated to reflect developments from SUN Countries and across the Movement. For the year up until 30 September 2013, the average number of users per quarter were 10,087. Between October 2013 and September 2014 this has improved with the website receiving an average of 18,114 users per quarter. Its continued growth illustrates the importance of the website as a key point of access for the SUN Movement. Navigation features and usage functions are continually reviewed and improved to better tailor the growing audience of the Movement. The website continues to grow as a portal to share and learn about scaling up nutrition. A mobile friendly version of the SUN Movement website is being developed and is expected to be launched in December 2014. Two thirds of SUN Countries are in Africa where mobile usage is increasing, with 80% already owning a mobile device ([Spiegel](#), [Web Africa](#), [IB times](#), [ITweb](#)).

Mobile usage growth in Asia is also considered exponential ([graph, study](#)). Of the 116k SUN website visits in the past year, 10% have come through mobile or tablet.

- The “SUN in Practice” briefs present the real-life experience of SUN Countries on particular themes (available [here](#)). Three “SUN in Practice” briefs were produced, translated into French and Spanish, posted on the website and made available in print form: [Effectively Engaging Multiple Stakeholders](#), [Information Systems for Nutrition](#) and [Social Mobilisation, Advocacy and Communication for Nutrition](#).
- The “SUN in Outline” briefs are an in depth insight into functions of the SUN Movement and will be updated at least once per year (available [here](#)). One “SUN in Outline” brief was produced, translated in French and Spanish and posted on the website: [Introduction to the SUN Movement](#). One additional “SUN in Outline” Brief was produced and led by the SUN Civil Society: [An Introduction to the SUN Movement Civil Society Network](#). Additional Outlines are considered to be produced and led the other SUN Networks in 2015.
- A tool to track requests from countries has been developed using an internal intranet to help organise and facilitate support so countries can increase their capacity to deliver. The tracking tool captures all requests, identifies their classification across the four communities of practice and their status of matching to a globally sourced supplier [see Output 2.2].

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

- As the Movement continues to grow with 54 SUN Countries and the State of Maharashtra and thousands of other partners now having a voice in the Movement, the Secretariat deploys efforts to ensure that the communication needs are met and that the learning and engagement across the Movement is fostered by sharing documentations, lessons and best practice. To serve this scope, the SUN Movement website remains the central communication platform for the SUN Movement and the Secretariat is investing in its expansion and improvement in line with the rapid expansion of the SUN Movement and its stakeholders.

For the next reporting period (October 2014 – September 2015) the Secretariat will continue producing and disseminating the SUN Movement documentations (SUN in Outline, SUN in Practice) and updating the SUN website [see also Output 3.4].

## Result Area 2

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

By September 2014 54 countries and the Indian State of Maharashtra are part of the SUN Movement and are committed to scaling up nutrition with support from four global networks and many other actors at global, regional and country levels. Progress across the Movement is uneven, as it depends on each country’s context and stage of preparedness to scale up nutrition, which is related to the existence of national capacity, high-level political will, and functional frameworks and systems.

All activities undertaken by the Secretariat in support to SUN Countries serve to encourage achievement of progress by countries to scale up nutrition and better understand national needs and challenges.<sup>4</sup>

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

- **Strategic Objective 1:** Creating an enabling political environment, with strong in-country leadership, and a shared space where stakeholders align their activities and take joint responsibility for scaling up nutrition;

<sup>4</sup> More details on SUN Country progress are available in the 2014 SUN Movement Annual Progress Report and its compendium available [here](#).

- **Strategic Objective 2:** Establishing best practices for scaling up proven interventions, including the adoption of effective laws and policies;
- **Strategic Objective 3:** Aligning actions around high quality and well-costed country plans, with an agreed results framework and mutual accountability; and
- **Strategic Objective 4:** Increasing resources towards coherent aligned approaches.

In the past year there has been substantial progress in relation to the processes associated with Strategic Objectives 1 and 2. This has enabled countries to exercise leadership and to inspire governments and supporting organizations within and beyond the Movement. This is made manifest through the endorsement of comprehensive national nutrition policies, the enactment of strong and relevant legislation, the increasing focus on nutritional justice for women and the rising number of connections between countries that encourage sharing, learning and innovation. In relation to the processes associated with Strategic Objective 3, there is widespread appreciation that the alignment of a broad range of in-country actors around a Common Results Framework is not an easy task, and requires continuous efforts by all concerned. There are now early signs that as countries progress in relation to the first three strategic objectives of the Movement, they start to see an increase in the resources available for nutrition (Strategic Objective 4). There is a promising trend of more predictable access to necessary finance from both domestic and external sources within SUN Countries. This should be encouraged and reinforced.

Since the inception of the SUN Movement, governments of SUN Countries have identified capacities that need to be developed if they are to implement effective multi-sectoral actions to scale up nutrition. When they themselves are unable to access the resources needed to build these capacities they have turned to the Secretariat and expressed various needs and requests for support. In response to these requests from SUN Government Focal Points the Secretariat has developed a **framework for capacity building (Capacity to Deliver System of Response or C2D)** which is a systematic approach for bringing together the needs identified by countries that cannot be met at country level and sources of technical and practical support that exist across the Movement. This support can come from other SUN countries, SUN Networks or other external partners, such as international NGOs, universities or professional associations.

Key Principles of the Capacity to Deliver System of Response are:

- a) The response system responds to national governments who determine the support they need;
- b) Support is first requested in each SUN Country through dialogue within national multi-stakeholder nutrition platforms;
- c) External support is provided in a way that helps with the development of sustainable in-country capacity.

**Four areas of support have been identified** and currently constitute the main streams of the Capacity to Deliver framework. It is expected that new areas may emerge as the needs of the countries in the SUN Movement continue to evolve.

Main Streams of the Capacity to Deliver Framework:

- Planning, costing, implementing and financing multi-sectoral actions
- Social mobilization, advocacy and communication for scaling up nutrition
- The reliable monitoring of progress, evaluation of outcomes and demonstration of nutrition results
- Functional capacities for coordinated and effective scaling up nutrition in action

To expand the opportunities for sharing and learning across the Movement, the SUN Movement Secretariat aims to encourage consortia of organizations that have a range of expertise and skills so as to provide speedy and tailored responses to specific requests for support on a draw-down basis. The engagement of the consortia within countries is contributing to the formation of **Communities of**

**Practice (CoP)** which serve as a focus, within the Movement, for the development of needed technical capacities in countries within the four identified areas of support [see Output 2.1 and 2.3].

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

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

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

- The Secretariat has developed a tool which aims at tracking and facilitating prompt and efficient response to country requests for support. This internal tool is based on the Secretariat intranet and gathers all requests made by SUN Government Focal Points during SUN Country Network country calls, bilateral calls, written communication, or face to face meetings, etc and that fit into the C2D framework.
- When a country request for support is mentioned, it is entered in the database and followed by several communications with the SUN Government Focal Point to define the expectations and the scope of the support requested. It is only after the request is clearly defined and confirmed that the matching with providers can start. Hence, the internal tool categories the various stages a request goes through (namely: raised, pending, responded, matched, and completed) enabling to reflect on the subsequent actions to be taken from countries, Secretariat, providers. The tool also enables to store all the communications and documents related to the request (official communication, terms of reference of support offered, and deliverables) and elaborate statistics.
- The process of grouping these requests by the Secretariat stimulated the emergence of four main thematic streams. The 78 requests are grouped as follows: 15% are for improving information systems to monitor and evaluate their performance (CoP3), 27% are related to social mobilisation, advocacy and communications (CoP2), 28% are in the area of costing (CoP1) and 30% fall under functional capacity (CoP4). To expand the opportunities for sharing and learning across the Movement, the SUN Movement Secretariat aims to encourage networks of SUN Countries and organisations that have a range of experience, expertise and skills available to provide speedy and tailored responses to specific requests for support as needed. The engagement of the consortiums is contributing to the formation of communities of practice, which serve as a focus, within the Movement, for the development of needed technical capacities in countries.
- In April and September 2014, the SUN Movement Lead Group endorsed the establishment of 'Communities of Practice' (CoP) as a potential mechanism for ensuring that technical support can more easily be accessed by countries and that best practices can be shared. The four Communities of Practices that are emerging from the four areas of support identified as the main streams of work for the Capacity to Deliver framework are:
  1. ***Community of Practice One (CoP1):*** *Planning, costing, implementing and financing multi-sectoral actions for improved nutrition*
  2. ***Community of Practice Two (CoP2):*** *Social mobilization, advocacy and communication for scaling up nutrition [see Output 2.3]*
  3. ***Community of Practice Three (CoP3):*** *The reliable monitoring of progress, evaluation of outcomes and demonstration of nutrition results*
  4. ***Community of Practice Four (CoP4):*** *Functional capacities for coordinated and effective scaling up nutrition in action*
- Beyond the four areas of support identified within the Capacity to Deliver framework, many countries emphasize the need of additional financial resources to scale up their nutritional activities and some of them requested financial support for specific realizations.

### *Achievements against logframe indicators*

- As of 30 September 2014, 78 requests for additional support to increase capacity beyond the capacity available in-country to deliver scaled-up nutrition efforts have been identified by the SUN Movement Secretariat. A breakdown of the status of these requests can be detailed as follows:
  - a) In total, 28% (22) of the 78 requests for support have been either fully addressed by providers (14 requests) or are in the process of being so, according to terms of reference agreed upon by the parties (8 requests);
  - b) Suppliers have been identified for another 19 requests (24% of total requests) for which 6 SUN Government Focal Points are currently negotiating terms of reference. The remaining 13 are yet to confirm if they still need external support;
  - c) Finally, 21 requests (26,9%) are still in the process of being formalized while suppliers are actively sought but not yet identified for 13 requests;
  - d) 3 requests have been closed as a solution has been found within the country.

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

- The COPs are emerging at difference pace. The C2D framework for tracking requests provides an overview of only those requests from SUN Countries reaching the Secretariat and should not be seen as a comprehensive appreciation of all support requested and provided as most of those happen at country level without being reported at global level.
- The Secretariat does not have the role of directly responding to SUN Countries' requests but rather to catalyse, incentivize and encourage others to do so. The Secretariat has a role of match-maker – compiling requests and categorizing them as appropriate. It supports and facilitates convening workshops and assembles thematic consortia or networked resources. It is responsible for matching the requests with specific sources of response. Difficulties arise as countries were first willing to ask many requests for support without being properly ready to receive guidance, advices or technical help. Progress are made to ensure timely expertise to SUN Countries but further progress could be made if members of the SUN Networks were increasing their capacity to respond to country needs.
- The Secretariat will support SUN Countries in 2014/2015 by encouraging an acceleration in progress in SUN Countries through shared learning and in particular, through the four emerging Communities of Practice. This will build capacity to deliver by building response, where no appropriate mechanisms currently exists, or by bringing together currently existing expertise. The short-term aim is to identify and build a consortia of agencies with a range of expertise and skills who are able to provide a speedy and tailored response to specific country requests for support on a draw-down basis.

***Communities of Practice One (CoP1): planning, costing, implementing and financing for multi-sectoral actions for improved nutrition*** [see also Output 1.2]

### **For more elements on COP1 refer to the SUN Movement 2014 Annual Progress Report page 73.**

The SUN Movement Community of Practice on planning, costing, implementing and financing for multi-sectoral actions for improved nutrition is presently developing methods for tracking domestic resources allocated for, and (wherever possible) spent on, nutrition. This emerging CoP is also working for the establishment of an approach through which governments may be able to track trends in their budgetary allocations for nutrition using the national budgets as a point of entry.

### *Details of activities*

- The Secretariat supported the UN Network to conduct a workshop in November 2013 in Nairobi, Kenya, on costing and tracking of investments for improved nutrition. With over 80 participants from 18 countries including SUN Government Focal Points and global experts, the workshop in Nairobi set the foundation for a Community of Practice on planning, costing, implementing and financing multi-sector actions for improved nutrition that is used as a forum



to share information, document lessons learnt and address common challenges. . [View the Full Report](#) | [View the Executive Summary](#) | [View the Working Paper](#). A follow-up conference call was organized on 16 July 2014 with fifteen participants from different providers within the SUN Countries including participants from the UN Network (UNICEF, WHO and FAO), the Donor Network (World Bank, EC, CIFF and Canadian Aid), the CSO Network and specialized mechanisms (such as MQSUN, FANTA and Results for Development). The conference call was used to take stock on progress made by different organizations to support countries in planning and costing and to advance the discussion on methods for financial tracking of domestic and external investments for nutrition. The next call is planned to take place in October 2014.

- The Secretariat with support from MQSUN is creating an online version of the tool used by MQSUN to aggregate and analyze the costed plans shared by countries. This tool will help the users to identify by categories and or/by sectors interventions and activities that have been included in the national plans. A guidance for the applied categorization (specific, sensitive and governance) will be made available to the public to increase understanding on the different components of national plans. For the time being, specific information and analysis on the cost estimations will be made available by MQSUN upon request.
- The Secretariat has facilitated (access to technical expertise and financial support to organize a workshop in Benin (28-31 October 2014) for 11 Francophone countries on costing, tracking and assessing investments for nutrition using a similar format to the 2013 Nairobi workshop on costing and financial tracking. The Secretariat is also working with UNICEF regional offices to organize similar workshops in Asia and Latin America in 2015.

#### *Achievements against logframe indicators*

- Around 20 countries are receiving support to finalize the cost of national nutrition plans with the engagement of key sectors around a Common Results Framework. In addition, the OneHealth Costing Team has organized 2 regional and 3 national workshops to provide partners with the required knowledge to conduct costing on nutrition within the health system using an ingredient approach. Thirty countries have used the OneHealth Costing tool to cost national health plans or programmes, including nutrition-specific interventions.
- A repository space in the SUN website is being developed to collate national plans, costed components, published national budgets and existing guidelines for planning and costing at sub-national level.

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

- Through discussions among national and global experts it has become evident that effective costing of national plans to scale up nutrition requires key features: 1) Cost estimations should be based on explicit principals and assumptions that are consistent across sectors in order to allow for a more equitable comparison of costs (and cost-effectiveness); 2) Targets for implementation and costs of reaching these targets should be clearly identified and declared. So far the national plans tend to under-estimate labour costs, recurrent costs of utilities and costs to sustain existing investments; 3) Priority should be given to identify and meet the costs of governance *across* sectors so that mechanisms are available to reinforce multi-stakeholder working and 4) Cost estimations should incorporate expenditures by non-government actors. Food producers, businesses and consumers all have a role to play in decisions on planning and costing but assumptions need to be agreed across sectors and actors on type of activities and unit costs to be included for purposes of transparency and replicability.
- In 2014/2015 the Secretariat will continue to facilitate the work of this CoP to establish an approach through which governments would be able to track trends in their budgetary allocations for nutrition using the national budgets as a point of entry. Establishing this approach will involve agreements among multiple actors on budgetary categories, on data sources to be used, on the documentation of analyses and on ways in which results will be presented (indicating what the budget estimates do and do not cover). The main objective for



the next reporting period is to establish a methodology in order to enable countries to track historical trends and to publish data points for 10 voluntary countries.

- While a method is being agreed by Governments in SUN Countries and donors on the most feasible way to track disbursements (or budget allocations) for improved nutrition, there is ongoing discussion with CSO, Business and UN Networks on existing opportunities to map large investments from private funds especially in countries where these are significant.

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

[See Output 2.3]

***Community of Practice Three (CoP3): The reliable monitoring of progress, evaluation of outcomes and demonstration of nutrition results***

**For more elements on COP3 refer to the SUN Movement 2014 Annual Progress Report page 79.**

This Community of Practice on monitoring of progress, evaluation of outcomes and demonstration of nutrition results aims to support the establishment and use of information platforms at national and subnational levels that can help to achieve the following objectives: a) monitoring progress in reducing malnutrition; b) determining associations between changes in malnutrition and domestic and external financial investments in nutrition; c) building plausibility arguments on the (cost-) effectiveness of different interventions, programmes and approaches in reducing malnutrition, especially stunting prevalence; and d) strengthening mutual accountability of government and development partners in meeting commitments made.

***Details of activities***

- The Secretariat worked closely with Columbia University to finalize their study on the potential for public health and agriculture investments to affect key underlying determinants that are most strongly associated with stunting prevalence. The study was shared with experts from the nutrition community [Click [here](#) for a detailed summary, link to the report, analysis and contact information].
- Effective implementation of national plans requires functioning information systems for nutrition. The challenges of establishing systems that provide the kinds of information that are required were discussed by SUN Country Government Focal Points during a conference call organized in January 2014.
- The Secretariat also supported the UN Network to conduct a workshop in May 2014, [in Nairobi, Kenya](#) on Monitoring Implementation and Demonstrating Results. The workshop involved participants from countries in the Eastern and Southern African Regions, global experts and facilitators of the SUN global Networks. A summary of the report can be found [here](#).
- The Secretariat is working with a number of providers from the UN, CSO and Donor Networks to respond to countries' requests. In particular, the Secretariat is collaborating with the multi-stakeholder initiative to support countries in the establishment of national information platforms for nutrition, which is led by the EC and DFID. In addition, proposals are being developed with technical providers to timely respond to requests from countries on data collection, management, analysis and dissemination of nutrition data.
- The Secretariat is working closely with the EC-DFID funded technical team that is conducting the initial consultation with in-country stakeholders on the feasibility of establishing national information platforms to inform planning, management, monitoring and evaluation of nutrition programming. This is based on the national evaluation platform approach developed by the John Hopkins University, which seeks to collate information from multiple data sources to assess mortality and morbidity outcomes on child and maternal health.
- The Secretariat has worked with one technical provider (Community Systems Foundation) to develop a response to countries that require immediate support to build their capacities on the

use of existing national and subnational multi-sectoral socio-economic databases for management, analysis and dissemination of nutrition data.

- The Secretariat is working with the CSO Network and with the UN Network (REACH) to finalize a stakeholder mapping and monitoring tool that will contain the minimum required information for use by different actors within and across countries. This would be expanded by countries to incorporate additional information as needed by different stakeholders.

#### *Achievements against logframe indicators*

- Findings from the study in collaboration with Columbia University are available on line and have been presented in several forums. It should be noted that they are consistent and reinforce messages from other key studies and identified indicators for key determinants have been included in the country profiles for the Global Nutrition Report. [View a detailed summary, link to the report, analysis and contact information](#)
- Findings from the SUN Country Network calls were reflected in the second [SUN In-Practice Brief on Information Systems for Nutrition](#) [see Output 1.5] which includes reports from six countries - Ethiopia, Sri Lanka, Zimbabwe, Madagascar, Rwanda and Namibia – sharing insights on how information systems are working, the data being collected and means for analysis, interpretation and use of key findings. The SUN Country Government Focal Points all emphasized the importance of responding to the needs of decision-makers by linking together existing systems for data collection and analysis, ensuring timely feedback to those responsible for programme implementation and to people who are at risk of malnutrition and who should benefit from efforts to scale up nutrition.

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

- Four major data challenges have been identified around establishing and effectively using information systems for nutrition: data gaps, data frequency, data quality and data comparability. While the first three pose great challenges to inform decision-makers at country level, the latter is a huge gap for data analysis at global level. All countries concur that they have limited capacity to analyse data from multiple sources. This is particularly challenging at sub-national level where analysis of data is most needed given that disaggregation and interpretation of findings require a good understanding of the context.
- Nutrition-relevant data belong to multiple owners causing challenges in terms of timely sharing and overlaying various data for meaningful conclusions. Public engagement in decision making for effective nutrition is hampered by the lack of easy to use data to assess, analyze and act on their own situation. Decisions on which data to collect, analyze and disseminate is not always responsive to the needs of the end-users. Mobile technologies and open-sources databases provide great opportunities but need to take into account ethical considerations such as confidentiality, anonymity and security of data.
- In 2014/2015 the Secretariat will aim to facilitate the response to *immediate* needs by countries to address challenges with the data itself and with the capacity to manage, analyze and use the data. Efforts by the Secretariat will be made to ensure timely and coordinated responses to countries' requests in the following specific areas: stakeholder mapping and monitoring, development and refinement of monitoring and evaluation frameworks, development of dashboards, definition of national parameters for cost-effectiveness assessments, strengthening national capacity for management, analysis, dissemination and use of data on nutrition based on existing database technologies such as DevInfo. The foreseen multi-stakeholder initiative to strengthen national information platforms for nutrition (NIPNs) should provide a comprehensive reference framework to inform various efforts and to ensure coordinated governance of data for the meaningful access to decision makers, including families, mothers and caretakers. The Secretariat will work to improve synergy with the Global Nutrition Report on the identification and prioritization of key data gaps, coverage of nutrition-specific interventions, analysis of food systems, and accountability mechanisms.

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

**For more elements on COP4 refer to the SUN Movement 2014 Annual Progress Report page 82.**

Governments of SUN Countries coordinate multiple efforts for scaling up nutrition through various mechanisms, across different sectors, among multiple stakeholders and between many levels of government. SUN Countries have been increasingly expressing the need to optimise the functioning of these multi-stakeholder mechanisms for scaling up nutrition, and therefore the overall aim of this Community of Practice on functional capacities is to build the capacity of groups and individuals to function effectively across sectors, among multiple stakeholders and between many levels of government.

***Details of activities***

- As a result of an analysis of the information shared by SUN Movement Government Focal Points and national multi-stakeholder platforms, the Secretariat has identified functional capacity areas that need to be strengthened at the national level to improve multi-stakeholder, multi-sector and multi-level nutrition governance, coordination and effective joint action. These areas emerge at the individual, institutional and contextual levels. These capacities include: a) building trust, exercising leadership and managing conflict of interest; b) promoting and facilitating effective multi-stakeholder engagement and alignment; c) multi-level and multi-sector coordination and decentralization of nutrition governance.=
- ***Multi-stakeholder engagement:*** the Secretariat is working with the SUN Civil Society and the Business Global Networks to promote further engagement and align the action of these stakeholders to scaling up nutrition platforms and processes at the national level.
- ***Multi-sector engagement:*** A thematic discussion at the occasion of the meetings of the SUN Government Focal Points on the contribution of agriculture & food systems and social protection to scaling up nutrition has helped identify needs of countries for stronger coordination between sector-led processes. The Secretariat will encourage synergies between SUN Movement and CAADP processes in countries in Africa. Based on expression of interest by SUN Countries, a limited number of them will be supported by NEPAD and FAO for improved alignment of SUN and CAADP processes. This will entail support for improved cross-sector coordination and alignment for scaling up nutrition.
- ***Learning:*** During the reporting period the Secretariat has partnered with the PROCASUR Corporation<sup>5</sup> to develop a pilot programme to improve sharing and learning initiatives between national SUN Movement multi-stakeholder platforms for scaling up nutrition. The programme is supported by SUN Movement MPTF funding and combines both face-to-face and web-based learning activities within a capacity building environment known as a “Learning Route”. The pilot programme aims to enable lesson learning, advanced knowledge management and the efficient dissemination of information.
- ***Conflict of Interest:*** During the reporting period the Secretariat continued to support the process initiated in September 2012, and led by the Global Social Observatory, to help all within the Movement to be better able to prevent and manage conflicts of interest within the SUN Movement [see Output 2.1 [2012-2013 Annual Narrative Report](#)].

***Achievements against logframe indicators***

- ***Learning.*** The first Learning Route has been held from 26 May to 1 June 2014 when the Government of Senegal hosted Peru, Benin, Burundi, Niger, Ghana, Guinea and Sierra Leone. The second Learning Route has been held from 8 to 14 September 2014, with the Government of Peru hosting teams coming from Guatemala, Tanzania, Sri Lanka, Lao PDR,

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<sup>5</sup> Procasur Corporation is a global organization specialized in harvesting and scaling-up homegrown innovations. The organization’s mission is to foster local knowledge exchange to end rural poverty. More information can be found [here](#).

Senegal and Madagascar delegations. In all, 40 participants from the 14 SUN countries were selected to join the pilot programme. Two members of the Secretariat participated in each Learning Routes.

The learning exchanges focussed on a set of inter-related *Thematic Areas* that participating countries themselves had identified and proposed:

- *Institutional Coordination*, inter-sectorial and inter-governmental coordination, and articulation between the State and the Civil Society, to concert the design and implementation of social policies and programmes to fight Chronic Child Malnutrition.
- *Decentralised Approach to Nutrition*, including operational strategies to involve Regional and Local Government Authorities and their communities in the planning, execution and monitoring of nutrition-oriented interventions with territorial focus.
- *Financial Management and Fund-Raising Mechanisms*, giving special attention to performance-based budgeting and incentive funds to increase effectiveness of social programmes.
- *Communication Strategies* to promote the change of population's behaviour towards a better nutritional status.

One of the main outputs of the learning routes is the creation and implementation of an 'action plan' that is based on the main learnings the country teams wish to institutionalize with their multi-stakeholder platform in their home context. The participating countries are working on the action plan over the months following the route.

- ***Conflict of Interest:*** The Secretariat worked closely with the Geneva Social Observatory (GSO) to finalise the draft Reference Note and Toolkit on Engaging in the SUN Movement: Preventing and Managing Conflicts of Interest. The Reference Note sets out key principles of engagement and identifies patterns of behaviour that will contribute to the Movement's objectives while managing conflicts of interest. These documents are available on the [SUN Website](#) and have been well received by SUN Country Government Focal Points and others.

The Secretariat partnered with the GSO and SUN Country Government Focal Points to plan and organise a series of Enhanced Learning Exercises in SUN Countries to discuss and refine the Reference Note and Toolkit. The first meeting took place in Ghana from 1 – 2 April 2014. A second meeting took place in Kenya from 29 – 30 May 2014. The third meeting was held in El Salvador from 17 – 18 July 2014, with a final meeting planned in Indonesia (December 2014), to be followed by a concluding global conference in early 2015 in Geneva. The main objectives for each Enhanced Learning Exercise are:

- To bring together SUN Country Government Focal Points and partners to discuss their experiences in relation to preventing and managing conflict of interest;
- To assess how the Reference Note and Toolkit can be applied and used to support work in this area at country level;
- To capture experiences and lessons learned to be consolidated into an "In-Practice Brief on Preventing and Managing Conflict of Interest"
- The meetings are led by national governments (SUN Country Government Focal Points) with participants drawn from across all five of the SUN Movement networks - Country Focal Points and other government representatives, Civil Society Network, Donor Network, UN System Network and the Business Network.

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

- **CoP4** is still in an embryonic phase. The development of a conceptual framework that identifies the different areas of capacity needed for improved multi-stakeholder multi-sectoral and multi-level nutrition governance is key to engage countries and practitioners in a community to share and learn from each other. The Community of Practice covers a wide range of areas of capacity, so it is envisaged that different work streams will be identified to

respond to countries needs and requests.

- The UN Network should be central to a Community of Practice on functional capacity that will be further developed after the 2014 SUN Movement Global Gathering (November 2014) where challenges faced by SUN Government Focal Points to build trust, exercise leadership, prevent and manage conflict of interest, engage all relevant stakeholders and facilitates multi-level coordination will be especially discussed.
- The **Learning Routes** were appreciated by all participating countries. Immediate feedback from the project's participants indicate that further visits could be beneficial to countries. In particular, the learning route model could serve as a powerful tool in advancing efforts to share good practices as part of the four Communities of Practice. However, at this moment, it is too soon to suggest that the pilot project is immediately duplicated in its current form. The SUN Movement Secretariat plans to undertake a thorough review of the strengths and weaknesses of this project in 2015. It will then be better placed to identify any opportunities for future work in this area.
- **Conflict of Interest** in nutrition continues to be a controversial issue with strong opinions on what can constitute a real or perceived Conflict of Interest and what actions should be taken to address these. Some stakeholders outside the Movement remain unconvinced by the SUN Conflict of Interest process and would welcome a more rigorous approach. The Secretariat believes that the current approach represents what it can do within its limited mandate to support countries. The documents provide guidance and food for thought for SUN Country Government Focal Points; however, legal or regulatory measures to address conflicts of interest must be put in place by the relevant national or international institutions. The Secretariat will look at ways to move beyond the COI Reference Note and Toolkit and appreciate country specific initiatives on COI.

## **Output 2.2: Track progress in SUN Countries**

### ***Teleconferences and meetings***

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

- The Secretariat organized 5 teleconferences ([6-11 November 2013](#), [27-31 January 2014](#), [24-31 March 2014](#), [16-23 June 2014](#), [1-4 September 2014](#)) with SUN Government Focal Points and multi stakeholder platforms (grouped per geographic areas or language: Francophone/Anglophone/Hispanophone/Asian countries). These meetings, which are chaired by the SUN Movement Coordinator, take place every 2 months since June 2013, based on a request made by a number of SUN Government Focal Points to have the calls every two months instead of every six weeks [see Output 2.1 [2012-2013 Annual Narrative Report](#)].
- During SUN Country calls, SUN Government Focal Points are asked to share progresses, achievements, news, challenges, difficulties, concerns and needs related to national efforts for scaling up nutrition. The Secretariat also use the calls to discuss with countries on specific nutrition issues, brief participants on global and regional events, as well as inform them on the conclusions of conference calls with SUN Network Facilitators and Lead Group meetings.
- Since November 2013, the Secretariat has agreed to include in the SUN Country calls in-depth discussions on specific thematic priorities. Since then, the topics addressed have been the following: a) setting up and/or reinforcement of multi-stakeholder platforms for scaling up nutrition; b) development or strengthening of M&E systems; c) social mobilisation, advocacy and communication; d) contribution of agriculture, food systems and social protection to nutrition; e) strengths and challenges of the SUN monitoring and evaluation framework and the self-assessment workshops.



## *Achievements against logframe indicators*

- 5 series of teleconferences with SUN Government Focal Points and members of national multi-stakeholder platforms of up to 54 countries and the State of Maharashtra took place and minutes and [summary notes and tables of progress](#) were produced and translated, and served to update country information on the website and to produce SUN Country Briefs. Key outcomes of these calls were shared with SUN Networks
- Participation of countries in the teleconferences has increased in number, diversity and quality. On the one hand 12 countries have joined the Movement in the last year, and on the other hand more persons per country (from different State and non-State institutions) are contributing to the calls, which indicates a greater involvement of different stakeholders in national SUN Movement processes (114 in November 2013, 242 and 221 in January and March 2014, 336 in June 2014, 252 in September 2014).
- Bilateral calls are held by the Secretariat with specific countries to further understand and articulate their needs – in particular in follow up to the SUN Country teleconference calls. These calls are also helpful to identify countries that are already well advanced and could provide country-to-country support. The minutes of these calls are shared with the SUN Network Facilitators regularly (every 2 months within the Network Facilitators calls or directly and gradually with different providers of support).

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

- Teleconferences with SUN Government Focal Points allow the SUN Movement Secretariat to capture country progress and needs from different perspectives, and SUN Government Focal Points and multi-stakeholder platforms to interact with each other and with the Secretariat, including on a specific thematic discussion. These calls facilitate experience sharing, learning and tracking of progress. The Secretariat will continue to maintain regular meetings with SUN Countries to further track progress in the implementation of processes that contribute to creating an enabling environment for scaling up nutrition, inform networks about these progresses, analyse country requests for support and explore the best options to respond to these requests. It is a logistic challenge to organise these calls as more and more countries are joining them. The meetings are becoming more and more a learning space. The increasing number of participants is undermining the possibility for everyone to speak during the SUN Country calls, therefore leading to the risk of losing SUN Countries participation.
- In 2015 the Secretariat plans to organize thematic teleconferences around specific issues such as financial tracking, independent comprehensive evaluation of the SUN Movement and its recommendations and engagement with business. A separate call is planned to be organized to address the issue of undernutrition in fragile states.

## **Four Processes**

### *Details of activities*

- The Secretariat encouraged new SUN Countries (12) to fill in the baseline template that is necessary to track and demonstrate progress in Scaling Up Nutrition around *four processes* (outlined in the SUN Movement Strategy) <sup>6</sup> thanks to a baseline template to fill by each new country. The Secretariat updated the Country Progress Update Tables of the other 43 SUN Countries.
- The Secretariat worked with the SUN Government Focal Points of the other 43 SUN Countries as they track progress and made country information regularly available through **Country Progress Update Tables (Country Profiles)**, which track progress by SUN Countries. These Country Progress Update Tables are updated after each SUN Country calls and shared with

<sup>6</sup> As outlined in the SUN Movement Strategy, when they join the SUN Movement, Governments in SUN Countries and their partners – both in-country and internationally – agree to take forward *four processes* that contribute to nutritional outcomes. They are: 1) Bringing people into a shared space for action (multi-sector, multi-stakeholder platforms); 2) Ensuring the existence of coherent policy and legal framework(s); 3) Aligning efforts and programs around a Common Results Framework; and 4) Ensuring financial tracking and resource mobilization (around a Common Results Framework).

countries. Country Progress Update Tables serve as the basis for **SUN Country Briefs**, which summarize information on progress by SUN Countries and are updated, translated and made available on the website.

- Beyond this regular update, the 2014 monitoring exercise builds upon the M&E Framework of the SUN Movement published in 2013 [see Output 1.3].

#### *Achievements against logframe indicators*

- Results of country progress as assessed using the M&E framework vary from country to country. Most countries are advanced in setting up multi-stakeholder platforms for scaling up nutrition and in developing a policy framework for scaling up nutrition. Some, however, are less advanced in developing multi-sectoral common results frameworks for nutrition and developing systems to track financial investments for scaling up nutrition. Indeed it is easier to advance in process 3 and 4 when there has been progress in implementing process 1 and 2. Progress of specific countries is set out in the Compendium of Country Profiles (accompanying the SUN Movement 2014 Annual Progress Report).
- As reported in the 2014 SUN Movement Annual Progress Report, 46 SUN Countries have multi-stakeholder platforms at the national level. 20 of them lie under the office of the Prime Minister, the President, the Vice-President or the First Lady; 22 in line ministries and 5 in independent bodies. 48 focal points are nominated. 17 are situated within government bodies with executive power, 26 are from line ministries, 5 are independent but both have a multi-sector mandate or function. 15 Multi-Stakeholder Platforms (6 in 2013) have engaged parliamentarians in their country activities. Development partner conveners have been nominated in 31 countries (a bilateral donor, the World Bank or both), while in 8 SUN countries a UN agency is convening the development partners. NGOs/CSOs are currently in platforms in more than 33 countries (12 in 2013) and some of the CSOs at national level are in contact with the global Network; 28 countries (5 in 2013) announced that they are working with the academic sector. More than 23 countries (only very few in 2013) are involving the private sector in their Multi-Stakeholder Platforms and 10 more countries are in the process of engaging the business sector. 14 countries have support from UN REACH.<sup>7</sup> 28 countries involve senior scientists in their Multi-Stakeholder Platforms, and indicate that this has added to the credibility of their working.
- 21 SUN Movement countries now report that they have national Common Results Frameworks (CRF) in place: 17 more countries are in the process of developing them.
- Many SUN countries are moving on with the development or refinement of their nutrition plans. 22 countries have shared their costed nutrition plans with the Secretariat of the SUN Movement which were reviewed by experts from the Maximising Quality of Scaling Up Nutrition Network (MQSUN). 10 other countries have reported being in the process of doing their costing. Some countries request support to cost the activities that they plan to implement: there are often challenges with ensuring that once costs have been estimated<sup>8</sup> they are incorporated into national and sub-national budgetary processes<sup>9</sup> [see Output 1.2].
- 5 countries report they have established nutrition multi-sectoral monitoring and evaluation systems or frameworks along with their plans while 19 countries report being in the process of developing them.

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

- A priority for 2015 is to improve the management of and accountability to information regarding progress of SUN Countries along the four processes. This will include both an archive system with all documentations gathered from countries as well as country profiles

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<sup>7</sup> REACH support is being negotiated in 6 more countries.

<sup>8</sup> Countries that have developed guidelines for national and decentralized budget allocation include amongst others Tanzania, Indonesia and Guatemala,

<sup>9</sup> Cost itemization in the national plans can differ significantly from the one in the budget formulation, posing significant challenges in tracking budget execution.



and data management tool. The Secretariat will work with the website company (Upwelling) to develop an online tool.

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

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

#### **For more elements on COP2 refer to the SUN Movement 2014 Annual Progress Report page 76.**

Across the SUN Movement there are significant efforts underway to build, maintain and translate political will into sustainable progress for nutrition. SUN Country Government Focal Points and their multi-stakeholder teams are taking a broad approach to building commitment for scaling up nutrition, and sharing their progress and learning. The approach encompasses: social mobilization, advocacy and communication (SMAC). This Community of Practice aims at combining those who request support from within individual countries with experts drawn from other SUN Countries and from across the SUN Movement Networks.

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

- As part of the efforts to establish this CoP on SMAC, the Secretariat has set out the process for identifying country gaps and requirements for support for SMAC and the potential resources for responding to those needs (technical and material).
- The Secretariat has started to map actions, gaps and requirements in all SUN Countries through information gained from SUN Country calls. In addition, more in-depth information has been obtained from countries contributing to one of the Scaling Up Nutrition in Practice briefs and through the mapping of SMAC in African countries in preparation for a workshop for SMAC organised in Tanzania in September 2014.
- A number of international non-governmental organisations and agencies that specialize in supporting countries in advocacy and communication for development have been identified by the Secretariat. These agencies provide a potential pool of providers with the appropriate technical expertise and resources to respond to countries' requests for different forms of SMAC support. They include Action Contre la Faim, Action, Alive & Thrive, GMMB, Graca Machel Trust, PATH, UN REACH and UNICEF.
- The Secretariat has begun to match up requests for support with agencies able to provide the requisite resources.

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

- As of 30 September 2014 the Secretariat received requests for support from countries, ranging from development or finalization of national SMAC strategies for nutrition to assistance in developing materials or tools and SMAC training for raising awareness about the importance of nutrition at household level. In total 22 requests from SUN Countries<sup>10</sup> have been made for some form of support for SMAC from July 2013 until June 2014. Requests from 5 of these countries have now been fully resolved while 4 countries have been matched with sources of support. Two countries are still articulating the exact details of their requests. The remaining 11 requests are pending.
- The Secretariat has completed the mapping of SMAC strategies, actions and gaps in 45 SUN Countries. This was based on information received during the SUN Country teleconference call in March 2014.
- The Secretariat finalised Brief 3 on Scaling Up Nutrition in Practice: Social mobilisation, advocacy and communication in July 2014 with articles from six countries (Bangladesh,

<sup>10</sup> Benin (x2), Cameroon, Congo, DR, El Salvador (x2), Haiti, Indonesia, Kyrgyz Republic, Lao PDR, Madagascar, Mali, Mozambique, Myanmar, Namibia, Peru, South Sudan, Sri Lanka, Tanzania, Yemen and Zimbabwe

Cameroon, Kenya, Pakistan, Peru and Uganda). The Brief is published on the SUN website, translated into Spanish and French and made available in print form [see Output 1.5].

- The Secretariat recruited a consultant who has completed in depth mapping of SMAC in 11 African countries (Kenya, Malawi, Mozambique, Namibia, Nigeria, Rwanda, Sierra Leone, Tanzania, Uganda, Zambia and Zimbabwe) in preparation for a workshop for SMAC organised in Tanzania in September 2014.
- The Secretariat has agreed informal 'offers of service' with two organisations (Alive & Thrive and GMMB) setting out the kinds of SMAC support that they are able to provide to countries.
- The Secretariat supported the organization of a workshop by World Vision Tanzania under the umbrella of Partnership for Nutrition in Tanzania (PANITA) in conjunction with the Prime Minister's Office, Tanzania Food and Nutrition Council and UN REACH that was convened in 23-25 September 2014. A total of 30 country level participants from nine SUN countries (eight from sub-Saharan Africa and one from West Africa) took part in the workshop. Participants included representatives from government and civil society. In addition, 10 resource people from various international organizations (SPRING, Alive and Thrive, PATH, GMMB, ACTION/RESULT and GAIN) with expertise in the area of SMAC from across the globe facilitated specific sessions and were matched with one of the countries to guide country group work sessions.
- The Secretariat supported the organisation of a thematic webinar on protection of breastfeeding together with Alive & Thrive and UNICEF involving 8 SUN Countries in Asia. The webinar involved around one hundreds participants and took place on 2 July 2014.

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

- The SUNACT functions have been incorporated into the concept note for the SMAC CoP. Therefore activity (m) 'SUN ACT Meetings convened' related to Output 2.3 will be slightly modified as meetings will now be organized to reflect the membership and scope of the Community of Practice on social mobilization, advocacy and communication (SMAC). For the rest of the reporting period the Secretariat will continue carrying out activities (k) and (l) listed in the Secretariat logframe with a strong focus on the Community of Practice on social mobilization, advocacy and communication (SMAC).
- There are many organisations and initiatives involved in SMAC in SUN Countries. Often these organisations have a particular approach to SMAC and work on specific areas with a short-term perspective. Bringing disparate entities together to provide a holistic and agreed approach presents a challenge. It will involve setting out the key principles of the SUN approach to SMAC that include: multi-stakeholder, multi-sector, aligned behind national priorities and based on empowering individuals and appropriate for decentralized levels.
- While each country will have very specific needs to consider and address, a few priority actions to establish a SMAC CoP are becoming clearer. These include: a) development of shared principles for SMAC for nutrition; b) development and strengthening of an online repository of high-value SMAC resources and tools; c) SMAC needs assessment across the SUN Movement; d) strengthening of the SMAC technical assistance (TA) mechanisms; and e) development of platforms that bring together practitioners to share knowledge and lessons learned
- In 2014/2015 the SUN Movement Secretariat will work closely with all those who have expressed in interest to further articulate the aims, objectives, activities and members of the SMAC CoP. The Secretariat plans to contract a consultant(s) to produce a proposal for further development of the CoP for SMAC.

## Result Area 3

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

Support for the 54 SUN Countries and the Indian State of Maharashtra is organised around four SUN Networks: donors, civil society, the UN System and business. The SUN Networks form an integrated part of the SUN Movement. Just as membership of the Movement encourages behavioural change in countries, it also promotes changes in the behaviour of actors from within the SUN Networks.

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

At the country level, members of the SUN Networks support the national government through participation in multi-stakeholder platforms and alignment of their activities behind national objectives through common results frameworks. Within SUN Countries, networks are coordinating internally and aligning individual and collective policies and actions behind national nutrition plans. When the stakeholders participate in the national multi-stakeholder platform, an agreed country-level convener acts as a point of contact with government for the network.

At the global level, each network offers a forum for its members to coordinate in ways that ensure that governments, and their own participants at country level, work together to deliver on government-led national nutrition plans. The main purpose of the networks at global level is to coordinate and align global policies and programmes in ways that support countries' efforts to scale up nutrition. Changes in policies and ways of working at the global level can have significant effects on how countries are supported at the country level. In addition, the networks are working to ensure that nutrition remains a priority for the international community, that high-level political commitment is maintained and that adequate national and international resources are mobilised.

Each network is autonomous: the evolution of the networks has been influenced by the focus and culture of the stakeholders within them. The networks differ in terms of size, the level of formal interactions between their members and the ways in which they engage with the SUN Movement at global and country levels.

In 2014, the Facilitators of the four networks reported that each is firmly established and is actively engaging, in a coordinated manner, within the SUN Movement. In addition, the SUN Network Facilitators indicate that there is sustained progress in terms of advocacy for nutrition on the global stage. The SUN Networks meet regularly through Network Facilitators' teleconferences organised and coordinated by the SUN Movement Secretariat [see Output 2.1]. In the next 12 months the Global Networks will focus on reinforcing linkages between country and global level actions, and in particular, on ensuring that global commitments for support to countries are actually delivered, either directly or in collaboration with others within the framework of Communities of Practice [see Result Area 2].

In terms of challenges, the global SUN Networks display a remarkable similarity in terms of where more work is needed. All networks have indicated substantial scope for improvement in how their members are aligning their policies to deliver on the objectives of the SUN Movement Strategy and are creating better interactions between the global and country networks. It could be argued that these are linked: in order to deliver meaningful change for SUN Countries, global commitments must be implemented at the country level. This effort to institutionalize the SUN Movement approach within the networks remains a work in progress: it is an area for renewed attention and future learning initiatives.

As in previous years, the Secretariat continues to provide support to the SUN Networks so that they can respond to SUN Countries' request for support in a timely and effective way and contribute to responsive and aligned assistance to SUN Countries. This will be done by jointly working with SUN Networks and by drawing on their knowledge and expertise as the Secretariat catalyses four Communities of Practice providing tailored responses to country needs. The Secretariat will continue

working closely with individual networks to ensure their priorities and workplans are aligned with the SUN Movement Strategy.

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

## ***The four Networks***

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

- The Secretariat organizes bi-monthly teleconferences and face-to-face meetings between the SUN Network Facilitators. During the reporting period 5 meetings took place: three calls (11 November 2013, 21 May 2014, and 09 September 2014) and two face-to-face in Geneva (12 February 2012 and 31 July 2014). The Network Facilitators meetings focused on exchanging information and on ensuring a thorough understanding by Network Facilitators of country needs, including how Networks can contribute through the emerging Communities of Practice. The Secretariat prepares detailed background materials for the Network Facilitators Meetings related to the focus of the discussion. The Secretariat prepares the minutes of the discussions, which are shared with the Network Facilitators, translated in French and Spanish and uploaded on the [website](#).
- The Secretariat participates in meetings and calls organised by SUN Networks.

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

- The Network Facilitators' meetings and calls focussed on ensuring a clear understanding of country needs, Secretariat approaches and how the Networks can contribute, and preparations for the SUN Movement Global Gathering. This has resulted in a stronger sense of ownership by Network Facilitators in the SUN Movement's four processes and a better understanding of how network members can contribute. Network Facilitators are now also participating in SUN Country Network calls [see Output 2.1, 3.2].
- The Secretariat continued to support all the Networks in terms of their governance. Most Networks are now fully up and running.
- The regular contact maintained by the Secretariat with individual networks ensured that SUN Networks activities are reflected in the website content.

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

- The strong focus on SUN Networks governance in the previous reporting period has evolved during the reporting period in question, with the Secretariat now more focussed in ensuring Networks are engaged and feel ownership of the various processes ongoing within the Movement. This will continue in 2015.

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

## ***The Donor Network***

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

- The Secretariat participated in eleven Donor Network calls. The Secretariat also provided background material for "Scaling Up Nutrition Senior Officials Meeting" in Zambia (01-03 December 2013) and the "SUN Donor Senior Officials Meeting" in Washington (10 April 2014) with the Synthesis Report of Costed Country Plans to support the discussion on how the network can respond to country needs [see Output 1.2]. The Secretariat supported a number of technical meetings organised by the Donor Network, including on National Evaluation Platforms for Nutrition (27 March 2014).

### *Achievements against logframe indicators*

- Over the last year, the SUN Donor Network reported an expansion in its membership, with more active engagement from CIFF, Germany, France, Netherlands and Australia. The membership will seek to further broaden and deepen the Network over the coming year.
- There are now 31 SUN Countries with Donor Convenors (bilateral donors or World Bank). This represents an improvement on the situation in 2013 (when there were 24). The Network recognises the need for good interaction between the global network and donor networks within SUN Countries. This interaction would help to ensure that the actions of donors are better aligned in support of national plans. In order to address this challenge, the Network is planning to bring together SUN Country Donor Convenors through regional meetings in the latter months of 2014. The SUN Donor Network Senior Official's Group undertook its first joint mission to a SUN Country (Zambia) in December 2013.
- The Network is providing significant support to countries through mechanisms such as MQSUN, SPRING and through support for the UN System, including through the REACH Partnership.
- In September 2014, the Network agreed a methodology for the tracking of donor resources for nutrition (nutrition specific and nutrition sensitive).

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

#### *Details of activities*

- The Secretariat attended two SUN Civil Society Network (CSN) Steering Group calls. The Secretariat also worked closely with the CSN Secretariat to streamline and prioritise its workplan in light of increasing demands for its support. Face to face meetings with the CSN Secretariat were held in December 2013 and May 2014. The Secretariat has weekly contact with the CSN Secretariat.

#### *Achievements against logframe indicators*

- The SUN Civil Society Network (CSN) Network has proactively engaged in efforts to ensure that nutrition remains a priority in international processes, and that global decision makers hear national voices (Post-2015 working group).
- The Network reports some progress in terms of the second pillar of the CSN's work, alignment behind national plans. There is strong evidence of the alignment of the network's policies behind SUN priorities; however, there is less evidence of individual CSOs aligning their activities behind nationally agreed nutrition plans and common results frameworks at the country level.
- The Network (both through the Secretariat and as individual organisations) is actively engaging in the Communities of Practice. The Network has been particularly engaged in (i) the development of a framework for the mapping of civil society activities as part of broader government led stakeholder mapping; (ii) support for CSAs to contribute to national financial tracking mechanisms; (iii) convening advocacy and communications actors; and, (iv) the development and implementation of multi-sectoral M&E systems.
- A SUN CSN Global Day of Action in May 2014 captured the energy of a vibrant and active civil society community with thousands of people participating in activities across 12 countries to raise the profile of nutrition.



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

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

- The Secretariat prepared a detailed report on the role of the UN system in nutrition to support the meeting of the UN Network Technical Group and Heads of Agency on Network's structures and strategic priorities for the future.
- The Secretariat provided support to the preparation of and participated in the UN Network Technical Group 'face-to-face' Meeting on 01 & 02 April 2014 (Rome). The UN Network is currently developing a UN Global Nutrition Agenda based on these discussions. The SUN Coordinator participated in a meeting of the Heads of Agency of the UN Network on 08 May 2014, which sought to follow up on the Rome discussions to agree strategic priorities and institutional arrangements for the UN Network.

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

- The UN Network (FAO, IFAD, UNICEF, WFP and WHO) reports having dedicated significant time over the last year to examining its ways of working. The experience of UN Network provides valuable contributions to the wider SUN Movement. The next steps will be to implement a Network that performs in a manner that reflects the current needs of both national governments and the wider international community.
- The Network advocates within the UN system and beyond for nutrition and seeks to make linkages with other processes. The UN Network, through UN REACH, provides direct support to governments in 14 countries. REACH continued to explore expanding support to additional SUN Countries, with eight countries requesting support.
- The Network hosted a number of side events aimed at raising the profile of the UN in nutrition, including during the Committee on World Food Security (CFS40) in October 2013 and the ICN2 preparatory technical meeting in November 2013.
- The UN Network undertook a stock take of nutrition-sensitive national food and agriculture policies, and reviewed country level programming action in nutrition-sensitive agriculture by UN agencies and other actors. Findings and recommendations, which were published in March 2014, highlight some of the programmatic challenges. The Network, through REACH, produced a series of knowledge-sharing and guidance materials for countries.
- The UN Network is engaged in the Communities of Practice, particularly COPs 1, 3 & 4.
- The UN Network is currently built around the 'core' UN system agencies responsible for nutrition (FAO, IFAD, UNICEF, WFP and WHO) and reports having moderately increased contacts with other agencies over the last year. Opening the network to the active involvement of all organisations with a significant engagement with, and concrete contribution to, nutrition should be a priority going forward. This should include better linkages with the Global Nutrition Cluster.

## ***The Business Network***

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

- The Secretariat has instituted monthly catch-up calls with the SUN Business Network Manager with a view to understanding each other's priorities and areas for collaboration. The Secretariat participated in two meetings of the SBN Steering Committee during the reporting period. The SMS supported the preparation of a high-level business breakfast for SUN at the United Nations General Assembly (September 2014).

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

- The Network has expanded its membership over the last year emerging as the global platform for the 47 companies which have made global commitments to scaling up nutrition. The network has a target of 99 companies by the end of 2015.

- The Network's Advisory Group was established in March 2014 and brings together senior leaders from the private sector, SUN UN Network and Civil Society Network. Membership is comprised of multinationals, large national companies and small and medium enterprises from a range of SUN Countries.
- The Network has continued to champion the role of the private sector in supporting governments' efforts to scale up nutrition through its global advocacy activities (Davos, High Level Meetings, CFS).
- The Network undertook a review of national nutrition plans to assess the contribution of the private sector to national planning processes. 27 countries have asked for support to engage business in their national strategies.
- The Network will publish a Business Engagement toolkit for SUN country governments by November 2014. This will be rolled out through regional workshops, to take place in East and Southern Africa, West Africa and Asia by the end of 2016.
- The Network continues to work with the Secretariat on how best to respond to individual requests for support. Since January 2014, the Network has worked with the Government of Tanzania on the development of a multi-stakeholder roadmap to integrate business into Tanzania's National Nutrition Strategy. The Network will also support business engagement plans in Nigeria and Pakistan in 2014.
- In addition to the Network's global membership, there are national businesses and chambers of commerce participating in multi-stakeholder platforms in 21 SUN Countries. The Network is seeking to ensure greater interaction between business leaders involved in SUN Country efforts and the global Network to share experiences and best practice.
- The Network has worked closely with the 2014 Global Nutrition Report to track commitments from business for the first time. The Network's first tracking exercise focusses on the public commitments from 29 companies at the 2013 N4G Summit to develop a workforce nutrition policy.

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

#### *Details of activities*

- Since March 2014 the Secretariat has invited Network Facilitators to participate in SUN Country Network calls.
- As part of the broader 'Capacity to Deliver' initiative a tracking tool has been developed to track country requests and responses facilitated through the Secretariat [see Output 2.1].
- As part of the SUN Movement 2014 M&E process the Secretariat surveyed all SUN Networks, through a self-assessment exercise, on their performance against the 'progress markers' included in the M&E Framework.
- The Secretariat has consulted the SUN Network Facilitators on the development of the SUN Movement 2014 Annual Progress Report [see Output 3.4].

#### *Achievements against logframe indicators*

- Each of the four SUN Global Networks has completed a self-assessment through which their contribution to the Movement can be assessed. The results of these self-assessments have contributed to the development of the networks' chapter of the SUN Movement 2014 Annual Progress Report [see Output 3.4].
- SUN Network Facilitators have participated in three rounds of regular SUN Country Network calls since March 2014. The decision by the Secretariat to invite Network Facilitators on to the



country calls responded to requests from Network Facilitators. Presence on the calls allows Network Facilitators to better appreciate country needs and priorities.

- The 'Capacity to Deliver' tracking tool developed by the Secretariat allows the Secretariat to have a better overview of country needs and potential responses [see Output 2.1]
- All SUN Network Facilitators are being actively engaged in preparations of the 2014 SUN Movement Global Gathering (Rome, November 2014). Each Network will provide experts to participate in the 16 planned 'breakout' sessions [see Output 3.4].

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

- Matching needs with technical support in ways that respond to the requests from SUN Countries has proved challenging despite the best efforts of the support networks. The Secretariat will continue to develop the tracking tool with a view to making it available online for Network Facilitators to review and share with their membership.
- The Secretariat will continue working to ensure better connection between SUN Networks and SUN Countries, including through a more substantial engagement by the Networks in thematic teleconferences with SUN Countries. It will foster the linkage of Networks with the different Communities of Practice. As well it will facilitate the inter-connection across the different Networks.

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

#### *Details of activities*

- Following the Management Committee's agreement, the Secretariat prepared criteria for a new call for proposals for SUN Movement MPTF Window II which was approved electronically by the SUN MPTF Management Committee on 5 October 2013, and launched for a period of one month on 11 October 2013.
  - The Secretariat posted an announcement of the call and all supporting documentation (including guidelines for applicants) on the SUN Movement website throughout the duration of this period. To raise visibility of the announcement, the Secretariat highlighted the call for proposals on the SUN homepage, the SUN Civil Society Network page, the main SUN Movement MPTF page, and shared through social media. The call for proposals and the guidelines for applications were advertised in three languages: English, French and Spanish.
  - The SUN Civil Society Network's Global Steering Committee was consulted throughout the preparation of the call. Members of the Steering Committee used this information to mobilize their own constituencies in different countries.
  - By the end of the period of the call, the SUN Movement Secretariat had received proposals from 83 organizations. During an initial screening process, proposals were assessed and narrowed down to a final set of 11 civil society alliance applications and one proposal for expanded funding from the Civil Society Network Secretariat 12 applications for review by the SUN Movement Management Committee.
- In order to help enhance the response to SUN countries' request to learn from each other's experiences, the SUN Movement Secretariat worked with the PROCASUR Corporation to develop a Pilot 'Learning Route' Programme with the approval of the SUN MPTF Management Committee. The Management Committee approved a proposal for USD 621,000 for one year in November 2013 [see Output 2.1].
- In April and May 2014, the SUN Movement Secretariat worked closely with the MPTF Secretariat to produce the 2013 SUN Movement MPTF Annual Report. This report features progress of the first nine projects which were awarded funding in 2013. It also provides and analyses of lessons learned from these projects and identifies a set of challenges for the operation of the SUN Movement MPTF.

- At the request of the Management Committee, the SUN Movement Secretariat prepared an overview of the time lag between the transfer of funding from the Participating UN Organizations to the Implementing Partners.

### *Achievements against logframe indicators*

- The SUN Movement Secretariat implemented an open call for civil society funding proposals under SUN MPTF Window II during the month of October 2013 advertising widely across the SUN website and social media channels. Through intensive analysis of submissions and consultation with the SUN Civil Society Network and Participating UN Organisations, the Secretariat recommended 14 additional Civil Society Alliances for funding in November 2013 and March 2014 all of which were approved. There are now 24 SUN MPTF funded CSAs receiving between USD 242,000 and 535,000 for durations of 1.5 to three years.
- With intensive support from the Secretariat, an expansion of support to the SUN Civil Society Network Secretariat was also approved in November 2013 which benefits the 34 SUN Movement CSAs that currently exist. The Secretariat has also worked closely with the SUN Civil Society Network Secretariat to revise and streamline their performance indicators in line with the SUN Movement MPTF logframe.
- The SUN Movement Secretariat partnered with the PROCASUR Corporation to develop a Pilot Programme titled, 'Strengthening the Capacity of SUN Countries to Scale Up Nutrition through Learning Routes which is directly benefitting 14 countries and is intended to provide a model for learning and sharing for the rest of the Movement [see Output 2.1].
- In collaboration with the SUN Civil Society Network, the SUN Movement Secretariat produced the 2013 SUN Movement MPTF Annual Report which captures progress across the funded projects during the one year period of January to December 2013.
- Reports, administrative documents, meeting minutes and all decisions of the Management Committee of the SUN MPTF are publicly disclosed at: <http://mptf.undp.org/factsheet/fund/SUN00>. Access to this gateway as well as complementary updates regarding the SUN MPTF are uploaded today on the SUN Movement Website at <http://scalingupnutrition.org/resources-archive/sun-mptf>
- The 2013 SUN Movement MPTF Annual Report which includes highlights of the achievements of the nine SUN Movement MPTF-funded projects underway in 2013 was highlighted in the SUN Movement [May 2014 Newsletter](#), social media channels and appears on the [SUN Movement Website](#)
- An update on the SUN Movement MPTF was provided to the Lead Group during the April 2014 meeting (see [Summary Note](#)) and also included in the progress note that was prepared in advance of the meeting (see [State of the SUN Movement Report](#)).
- The SUN Movement Secretariat organized three further successful meetings of the SUN Movement Management Committee in November 2013, March and July 2014 where key advancements took place, including the approval of 16 new proposals, agreement for the SUN Movement Secretariat to prepare an options paper on the use of remaining funds (approx. USD 635,000) and to organize a face-to-face meeting of the SUN Movement MPTF Management Committee in the autumn of 2014. The key decisions and summaries of these meetings are available on the MPTF page of the [SUN Movement website](#).

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

The 2013 SUN Movement MPTF Annual Report identifies seven areas for future consideration of the Management Committee.

- In the short term, revising the SUN Movement MPTF proposal and reporting templates in order to encourage more explicit analysis of the achievements, learnings and challenges, of each project against the shared theory of change for the SUN Movement MPTF Window II could greatly enhance learning. The level of this type of revision will impact on the space for flexibility and innovation originally envisioned for the SUN Movement MPTF.

- In the longer term, the Window II section of the MPTF log frame will most likely require extensive reflection and revision. A more sophisticated and flexible system that focuses less on outputs and activities and more on social change could greatly enhance steering and learning. This would require the development of a monitoring system that dynamically captures the actual effects of CSAs activities. A range of monitoring concepts – including the Outcome Mapping methodology used in the SUN Movement Monitoring and Evaluation Framework could be considered.
- It would be important to review the MPTF’s Terms of Reference and Management Committee TOR and Rules of Procedure in order to ensure greater clarity in relation to the roles and responsibilities of each actor involved in the SUN Movement MPTF. The development of generic guidelines on key management issues (the fund transfer timelines, responsibility for monitoring, etc.) could be very useful.
- The Management Committee may also need to consider the issue of capacity across the Participating UN Organizations and the SUN Civil Society Secretariat. This is a particular concern for the SUN Civil Society Network Secretariat who is mandated to support Civil Society Alliances in *all* SUN countries, not just those receiving MPTF funding.
- With facilitation by the SUN Movement Secretariat, the Management Committee could consider holding an in-depth review with Participating UN Organizations and representatives of Implementing Partners to better appreciate the main actions required to ensure high-quality implementation after SUN MPTF proposals are approved. This could lead to the inclusion of an agreed revised timeline for fund transfer, an agreed fund transfer reporting process and the establishment of tools or guidance that could help expedite fund transfer from Participating UN Organizations to Implementing Partners as part of the SUN Movement MPTF Management Committee Rules of Procedure.
- It could be very helpful to consider a revision of the SUN Movement MPTF templates for proposal submission and reporting. This could involve the inclusion of clear guidance in completing each template and developing answers to the frequently asked questions.
- The Management Committee may wish to examine the costs that Implementing Partners and Partner UN Organizations.
- These challenges will be considered during a face-to-face meeting of the SUN movement MPTF that will take place in November 2014.

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

[see also Output 1.5]

##### *Details of activities*

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

- In November 2013, the Secretariat recruited a consultancy company (Strategic Agenda) for the translation of the website and other documents in Portuguese. Euroscript remains the translation company for French, Spanish, Arabic and Russian.
- The Secretariat continues producing web-based updates on work underway such as: a) an improved navigation function to explore SUN Country pages across the four processes (this will go live in last quarter of 2014); b) a civil society world map highlighting SUN Countries which have Civil Society Alliances; c) improved tagging of documents to ensure the search function operates more effectively; and d) an added “bread crumb” bar to aid navigation anywhere on the website [see Output 1.5].
- The Secretariat increased the SUN Movement engagement in nutrition dialogue and promotion of country led efforts to scale up nutrition through [Twitter](#) and [Facebook](#).
- The Secretariat worked to improve the identity of the SUN Movement with a logo update and additional communications materials including small infographics for social media and a bumper sticker.
- The Secretariat also led the development of SUN Movement news guidelines to share with SUN Government Focal Points and SUN Networks to further strengthen the focus of SUN Movement news towards country led efforts supported by multiple stakeholders.

### *Achievements against logframe indicators*

- SUN Movement documentations (SUN in Outline, SUN in Practice, bumper stickers, SUN Movement Power Point presentations have been printed for dissemination across key stakeholders at internal meetings and at high level events. These include the 2014 World Economic Forum in Davos (January 2014), Network Facilitators meetings, costing workshops, conflict of interest workshops, the PROCASUR learning route and this year’s new self-assessment monitoring and evaluation workshops.
- SUN monthly newsletters are produced, translated in French and Spanish and sent out to a database of over 1,000 SUN Movement newsletter subscribers. Subscription to the newsletter is public and can be accessed via the website. Country led efforts typically feature at the beginning of the newsletter.
- The introduction of the SUN Country Network bi-monthly call of the focal points as the feature of newsletters has highlighted to those in the Movement that these conference calls are engaging multiple stakeholders and are growing rapidly. In April 2014, over 220 participants joined the call and in June 2014, over 330 joined the call. The feature links to a summary of the call which is also translated into French and Spanish [see Output 2.2].
- A Special edition' of the SUN monthly newsletter with a personal letter from the Coordinator of the SUN Movement was produced in October 2013 (as follow up to the SUN Movement Global Gathering being held in September 2013) and January 2014 (as New Year’s message).
- Through social media, the SUN Movement gained traction with 3,978 followers on Twitter at [twitter.com/sun\\_movement](#) as of September 2014 (vs 1,596 in September 2013) and 1071 Facebook fans at [facebook.com/sunmovement](#) through page “likes” at the end of September (vs. 535 in in September 2013). The SUN Civil Society and Business Networks at global and national level developed twitter accounts [twitter.com/sunbiznet](#) and [twitter.com/sunsn](#). Both accounts are highly engaged with discussions across their networks key stakeholders and are interlinked with the core SUN Movement account. SUN Civil Society Alliances also created Twitter and Facebook accounts which have been a rapid and simple way of sharing news, quickly. In many instances, Twitter has become a live news feed e.g. for the Learning Route in Senegal and Peru: #SUNLR [see Output 2.1] and Civil Society Alliance, Global Days of Action [see Output 3.1].
- Guidelines of usage of the SUN Movement logo together with style guide were finalised and shared with SUN Network Facilitators to complement the new logo. The new logo features three additional words – ENGAGE, INSPIRE and INVEST which help to give more depth to the

identity of the SUN Movement through the logo. The three key words were selected following a feedback survey with 2013 SUN Movement Global Gathering participants language being used for the SUN Movement, a continuation of work developed by GMMB (Secretariat's website and communication company until December 2013).

- SUN News Guidelines was finalised and shared with Network Facilitators. The news guidelines help key stakeholders who want to share their efforts across the Movement. The news guidelines aid by guiding the writer to ensure that the news article is in line with the SUN Principles of Engagement, support multi-stakeholder efforts behind country goals and to ensure the news article is sharing efforts which others in the movement can learn from.
- Bangladesh and Myanmar requested and received unique SUN logo's to represent their Scaling Up Nutrition efforts in line with the SUN Movement identity. This country logo creation was introduced with the new logo guidelines. A full communications pack with all communications materials and the new logo guidelines expect to be sent to each SUN Government Focal Point before the SUN Movement Global Gathering in November 2014. This will ensure that all country delegations have had the opportunity to see and review the materials and will be in a strong position to provide feedback at the Gathering. This feedback will be collated via a survey and used to help determine future communications materials.

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

- In 2013 the Secretariat planned to pilot a "Community Voices" facility on the SUN Movement website that will allow users to write their own blogs and upload them onto the SUN Movement website (moderated by the Secretariat). In 2014 the "community links" function was developed and the pilot highlighted that while many actors within the Movement saw the value in sharing links to other areas online, the intense capacity required and unclear reach meant that the pilot was unsuccessful. This function will be reviewed and redeveloped in an improved way to foster increased engagement from others in the Movement As part of community of practice 2, with those engages to build a community of communications conveners for nutrition.

### ***SUN Movement 2014 Annual Progress Report***

#### *Details of activities*

- The Secretariat led the drafting and coordinated the translation (in French, Spanish, Arabic, Russian and Portuguese) and printing of the SUN Movement 2014 Annual Progress Report and its Compendium of Country Profiles, which was presented as a draft to the SUN Lead Group at their face- to-face meeting on 22 September 2014. It was then released at the SUN Movement Global Gathering (Rome, 16 – 18 November 2014).

#### *Achievements against logframe indicators*

- The **SUN Movement 2014 Annual Progress Report** saw the introduction of country self-assessment exercises as part of the SUN Movement Monitoring and Evaluation Framework [see Output 1.3].
- The SUN Movement 2014 Annual Progress Report focused on advancements across the Movement as well the learning and innovations that are emerging in SUN Countries. It took stock of the progress made by the four global SUN Networks, the work of the SUN Movement Lead Group and Secretariat and consider priorities for the year ahead. It looked at the current state of the global nutrition landscape and examines progress and results in relation to the four strategic objectives of the SUN Movement. It highlighted lessons being learnt in relation to efforts – by SUN Countries – to strengthen key capacities, and ways in which this is being supported by networks of other actors both within countries and globally. It also highlighted some of the gaps that remain to be filled. It looked at how SUN Networks are evolving and contribute to improvements in capacity across the Movement. It also briefly examined the latest developments within the SUN Movement Lead Group, the SUN Movement Secretariat and Multi-Partner Trust Fund. The 2014 Annual Progress Report is available [here](#).



- The **Compendium of Country Profiles** accompanying the SUN Movement 2014 Annual Progress Report displayed information on progress made and challenges faced by countries organized around the different progress indicator markers of the M&E framework [see Output 1.3 and 2.2]. The Compendium of Country Profiles is available [here](#).

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

- For next year's report, it is possible that greater collaboration can be achieved with the production of the 2015 Global Nutrition Report.

### **SUN Movement Global Gathering**

#### *Details of activities*

- The Secretariat has led the organization of the second SUN Movement Global Gathering, which took place from 16 to 18 November 2014 in Rome on the occasion of the Second International Conference on Nutrition (ICN2). SUN Government Focal Points and team members, representatives from SUN civil society, private sector, donor and UN networks and Lead Group members gathered to share experiences with each other and explore opportunities for collaboration. The logistical and administrative arrangements for the Global Gathering were managed by the SUN Movement Secretariat together with the World Food Programme which will host the Gathering; the Secretariat also ensured that its costs are fully covered.
- More than 350 participants attended the 2014 SUN Movement Global Gathering: from SUN Movement countries (SUN Government Focal Points and members of multi-stakeholder platforms); from the SUN Movement networks (prioritising people based in SUN countries or regionally); from the Lead Group; and special guests.
- The purpose of the 2014 Global Gathering was to enhance the Movement's ability to support the achievement of results by SUN countries. The objectives of the Global Gathering were:
  1. To reflect on progress for scaling up nutrition in countries
  2. To consider progress and achievements in strengthening country capacity to deliver, and accelerate support in areas of identified need
  3. To contribute to the outcomes of ICN2 through shared country experiences and approaches to scaling up nutrition
- The 2014 SUN Movement Global Gathering was divided into several sections including plenary sessions, workshop style experience sharing sessions, an evening reception and a 'market-place' design feature to highlight country experience. SUN Countries led breakout sessions at the Global Gathering with the aim of sharing their learning, challenges and needs in relation to the four Communities of Practice. SUN Networks also led thematic sessions at the Global Gathering in response to areas of need identified by SUN Countries [see Output 3.2].
- The organization of specific sessions in the SUN Movement Global Gathering helped SUN Countries and Networks set the basis for the formal constitution of the four Communities of Practice. It has been an opportunity for countries and providers to reflect on opportunities for engagement in CoPs and to agree on priority actions.
- In follow up to the 2014 SUN Movement Global Gathering the Secretariat will lead the drafting of the Summary Report with key conclusions and recommendations. The Summary Report will be translated (in French, Spanish, Arabic, Russian and Portuguese) and uploaded on the website.

#### ***Achievements against logframe indicators [to be reported in the next Annual Implementation Report for the period 1 October 2014 – 30 September 2015]***



## Communication and visibility operations

In all communications where appropriate and possible, the SUN Movement Secretariat is including recognition for donors' financial support to the Secretariat.<sup>11</sup> This is recognised with the following statement which is in line with the visibility requirements of each donor:

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

Current documents that include this statement are the SUN In Practice Brief, SUN In Outline Brief, SUN Movement Progress Report, SUN Bumper Sticker, SUN Powerpoint Presentation and the SUN Brochure.

The SUN Movement Secretariat is including the use of donor logos and links to their host websites on the website of the Movement ([www.scalingupnutrition.org](http://www.scalingupnutrition.org)) The Secretariat is waiting to gather the complete set of logos from donors with appropriate usage guidelines to ensure correct display of the logos before the links go live on the website.

The Secretariat uses a variety of tools and materials to communicate the combined efforts of all stakeholders in the Movement. All key materials and the website are available in three languages: English, Spanish and French. Some documentation where appropriate is also translated in Arabic, Russian and Portuguese. Methods of communication include online, via the SUN Movement website and Social Media, communications materials and key documents, through bi-monthly SUN Country Network calls, bilateral calls, the SUN monthly newsletter, and through key events.

- **SUN Movement [website](#).** The website is the heart of the SUN Movement communication platform. There has been substantial investment in ensuring that a large amount of up-to-date relevant material is uploaded – particularly to the country pages and news, which is increasingly become focused on multi-stakeholder efforts for scaling up nutrition. All areas of the SUN Movement website are open to the public and all news and pages give visitors who access the site, the ability to submit comments.
- **Communications Materials: SUN brochures, PPT presentations, stickers and briefs.** The SUN Movement Secretariat has produced several materials that are designed to share progress and information about the SUN Movement. These materials are publicly available on the [website](#).
- **SUN Movement Annual Progress Reports.** Since the inception of the Movement, four progress reports on the state of the SUN Movement have been produced and translated for 2011, 2012, 2013 and 2014. The progress reports summarise progress and are accompanied by more detailed country profiles for each SUN Country. The SUN Movement 2014 Progress Report is shared [online](#) together with the Compendium of Country Fiches.
- **Bi- monthly SUN Country Network calls and bilateral calls.** The SUN Movement holds a bi-monthly call with the network of SUN Country Government Focal Points. The focal points are invited to speak about their progress across the four strategic processes and also, provide information about a pre-determined thematic. The calls also represent a significant moment for updates to be provided to the countries about upcoming key events and activities happening within and beyond the Movement, related to nutrition. Where further clarification is needed, the SUN Movement Secretariat engages with Focal Points via bilateral calls.
- **SUN Newsletters.** Monthly e-mail updates are sent out to supporters of the SUN Movement every month detailing global and country news. Anyone in the public can read and sign up to the SUN newsletter via the SUN website.
- **Key events** represent a significant opportunity to communicate with stakeholders about country and network progress in scaling up nutrition efforts. The significant event organised by the SUN Movement Secretariat is the annual SUN Movement Global Gathering. In 2014, this

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<sup>11</sup> In addition to this financial support, human resource capacity, reporting directly to the SUN Movement Coordinator, has been made available by France and Unilever.

was held in the margins on ICN2, in Rome in November and will include delegations from each SUN Country and Network [see Output 2.1].

- **Key messages.** A set of key messages are developed for major nutrition events for members of the SUN Movement including Lead Group members and Country Focal Points. These are sent out by E mail and also made available in paper format.

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

WORK-STREAMS	MILESTONES																									
	2013			2014												2015										
	Oct	Nov	Dec	Jan	Febr	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Febr	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov
<b>Result Area 1: SUN Lead Group</b>																										
<b>1.1 Provide assistance to Lead Group so that it can exercise accountable stewardship over the Movement in line with the SUN Movement Strategy and Revised Roadmap</b>																										
<i>Milestone 1: Meetings of the Lead Group are held in April and September each year</i>																										
<i>Milestone 2: Request extension of the Lead Group mandate after December 2013</i>																										
<b>1.2 Provide assistance to Lead Group Members – and the Movement as a whole - to undertake effective resource mobilization for addressing under- nutrition</b>																										
<i>Milestone 1: Lead Group members are briefed on progress for tracking financial investments and for developing a methodology for estimating the cost of nutrition-sensitive approaches</i>																										
<b>1.3 Provide assistance to Lead Group Members to oversee the accountability of the overall SUN Movement</b>																										
<i>Milestone 1: SUN Interim Progress Report produced</i>																										
<i>Milestone 2: M&amp;E Framework is rolled ou to SUN Countries as the method of tracking progress</i>																										
<i>Milestone 3: Mid-term review of the SUN Movement is conducted and deliverables for decision on the future of the Movement are presented to the Lead Group</i>																										
<b>1.4 Enable Lead Group members to undertake effective High Level Advocacy</b>																										
<i>Milestone 1: Nutrition is profiled in high level meetings: UN General Assemblies + 2014&amp;2015 upon initiatives by Lead Group members</i>																										
<b>1.5: Foster greater understanding of the SUN Movement and its progress</b>																										
<i>Milestone 1: Website expanded, maintained and translated into French and Spanish</i>																										
<b>Result Area 2: SUN Countries</b>																										
<b>2.1 Support SUN countries to ensure they have timely access to the technical expertise they need</b>																										
<i>Milestone 1 SUN: bi-monthly conference calls with SUN Government Focal Points held</i>																										
<i>Milestone 2: annual meeting with all SUN Movement stakeholders are organized</i>																										
<b>2.2 Track progress in SUN countries</b>																										
<i>Milestone 1: Baseline Country Fiches for new SUN countries agreed</i>																										
<i>Milestone 2: Country Fiches updated and agreed</i>																										
<i>Milestone 3: SUN Progress Report produced and disseminated</i>																										
<b>2.3: Empower Stakeholder Advocacy and Communications</b>																										
<i>Milestone 1: Meetings of the SUN ACT are held</i>																										

Result Area 3: SUN Networks	2013			2014												2015												
	Oct	Nov	Dec	Jan	Febr	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Febr	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	
<b>3.1 Ensure that the four SUN stakeholder networks provide an optimal service when receiving and responding to requests identified by governments and other stakeholders within SUN countries</b>																												
<i>Milestone 1: Governance structure for Global Networks agreed or updated</i>																												
<i>Milestone 2: Global Network meeting convened</i>																												
<i>Milestone 3: Three-monthly conference calls with Networks Facilitators held</i>																												
<b>3.2 Ensure that strategies and actions of SUN Networks are in synergy with the overall SUN Movement strategy, and that they are monitored, reviewed and updated regularly</b>																												
<i>Milestone 1: Progress Report of SUN Networks (part of M&amp;E Framework)</i>																												
<b>3.3 Support to the functioning of the SUN Multi Partner Trust Fund</b>																												
<i>Milestone 1: SUN MPTF annual report produced and published</i>																												
<b>3.4: Facilitate communication, learning and engagement across the Movement</b>																												
<i>Milestone 1: Regular sharing of information across the Movement</i>																												
SUN Movement Secretariat	2013			2014												2015												
	Oct	Nov	Dec	Jan	Febr	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Febr	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	
<b>Ensure that the Sun Movement Secretariat has the capacity to perform all the functions required of it</b>																												
<i>Milestone 1: SMS staff planning is revised based on Lead Group's strategic decisions for the Movement</i>																												
Other Activities	2013			2014												2015												
	Oct	Nov	Dec	Jan	Febr	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Febr	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	
<i>Mid-Term and Final Evaluation</i>																												
<i>Audit/Verification Mission</i>																												

## ANNEX 2: Revised Logical Framework of the SUN Movement Secretariat (June 2013)<sup>12</sup>

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

<sup>12</sup> The Revised Logical Framework was presented in the [Inception Report](#) (June 2013) and subsequently approved in the Addendum N1 to the Contribution Agreement DCI-FOOD 2012/284-051 between the European Commission and UNDP.



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

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

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

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

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

Outputs		Activities	Objectively Verifiable Indicators of OUTPUTS
<b>2. Outputs related to the SUN Countries</b>	2.1. Support SUN Countries to ensure they have timely access to the technical expertise they need	<ul style="list-style-type: none"> <li>(a) Make every effort to engage SUN Country Government Focal Points and their in-country supporting teams so that they share experiences with each other and work together to overcome constraints to progress by, among others, organising teleconferences and/or meetings linking the Country Network to members of the Lead Group and with the Networks;</li> <li>(b) Maintain a tracking system to ensure reliable and timely identification of constraints and gaps in scaling up nutrition based on joint report from the SUN multi-stakeholder platforms, update this information every two months, share it with all SUN Movement Networks and the Lead Group; follow up, with news of progress at six monthly intervals;</li> <li>(c) Prepare and disseminate SUN Country Briefs at regular intervals so that – when requests from SUN Countries are agreed by in-country platforms – country needs are made explicit to stakeholder networks, and track the country-level and global Network responses to these requests;</li> <li>(d) Engage SUN Country Government Focal Points in strategic discussions, including on mutual accountability, conflict of interest issues, validation of plans and data, and alignment of external support to national priorities;</li> <li>(e) Engage SUN Country Government Focal Points in any global consultations for updating the SUN Movement Strategy and evaluating progress;</li> </ul>	<ul style="list-style-type: none"> <li>(a) SUN Country Focal Points six-weekly teleconferences are arranged, minutes shared within two weeks and THE SECRETARIAT follow-up action executed within a month of each call; Teleconferences and/or meetings are organised at least once every year linking Country networks to members and at least once every four months linking the networks;</li> <li>(b) Milestones for the SUN Movement identified and agreed on by members of the Country Networks;</li> <li>(c) Country Briefs made available at six-weekly intervals to all stakeholders in the SUN Movement so as to enable aligned support behind country-led efforts and priorities;</li> <li>(d) Discussions with SUN Country Focal Points are held at least every six weeks;</li> <li>(e) SUN early progress reports are made in consultation with SUN Country Focal Points;</li> </ul>
	<b>Outputs</b>	<b>Activities</b>	<b>Objectively Verifiable Indicators of OUTPUTS</b>
	2.2. Track progress in SUN Countries	<ul style="list-style-type: none"> <li>(f) Track and inform countries on progress in line with four SUN processes;</li> <li>(g) Enable SUN Country Government Focal Points and representatives from the multi-stakeholder platforms to jointly develop and regularly update their Country Fiches to demonstrate their progress in Scaling Up Nutrition;</li> <li>(h) Organise the preparation of case-studies and in-depth documentation of best practices by linking SUN Countries with global members of the Movement and by facilitating the consultation process;</li> <li>(i) Ensure SUN Country Government Focal Points access to resources that enable them to develop and validate (i) plans and strategies for scaling up nutrition</li> </ul>	<ul style="list-style-type: none"> <li>(f) Countries performance, per defined four SUN processed, is annually tracked and presented as a part of the common M&amp;E/progress report;</li> <li>(g) Country fiches containing credible information are annually updated and, as part of progress report, disseminated among members of the SUN Movement, with other partners and with the general</li> </ul>

Outputs		Activities	Objectively Verifiable Indicators of OUTPUTS
2. <i>Outputs related to the SUN Countries</i>		<p>and estimates of requirements to implement them (including capacity development); (ii) systems for monitoring investments, activities and progress; (iii) data on processes underway, as well as outcomes and impact achieved;</p> <p>(j) Assure quality, consistency and credibility of joint reports coming from SUN Country Government Focal Points and representatives from the multi-stakeholder platforms;</p>	<p>public (through the SUN website);</p> <p>(h) Country case studies are produced and published with agreement from country focal points and backing from stakeholders in the SUN Movement;</p> <p>(i) Country policies, strategies, plans and programmes are shared by SUN Countries and disseminated among members of the SUN Movement (in collaboration with SCN and other similar coordination groups), as well as with other partners and with the general public (through the SUN Movement website);</p> <p>(j) Within one month of it being received, review joint reports coming from SUN Country Government Focal Points and representatives from the multi-stakeholder platforms;</p>
	2.3. Empower stakeholder advocacy and communication	<p>(k) Establish advocacy and communications platform for SUN Movement stakeholders;</p> <p>(l) Provide targeted advocacy and communications support to multi-stakeholder platforms;</p> <p>(m) Re-position SUN ACT to become more inclusive of all supporters;</p>	<p>(k) Number of country support visits by the Secretariat to establish country needs and opportunities; number of thematic materials in support of in-country activities;</p> <p>(l) Number of advocacy messages on key areas produced and disseminated as needed;</p> <p>(m) SUN ACT meetings convened;</p>

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

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