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

*Final Narrative Report
15 December 2012 – 14 December 2016*

Acronyms

CAADP	The Comprehensive Africa Agriculture Development Programme
CIFF	Children's Investment Fund Foundation
CoP	Community of Practice
CRF	Common Results Framework
CSA	Civil Society Alliance
CSN	Civil Society Network
CSO	Civil Society Organisation
C2D	Capacity to Deliver
EC	European Commission
ENN	Emergency Nutrition Network
FAO	Food and Agricultural Organization of the United Nations
FANTA	Food and Nutrition Technical Assistance III Project
GAIN	Global Alliance for Improved Nutrition
GSO	Global Social Observatory
ICE	Independent and Comprehensive Evaluation
IFAD	International Fund for Agricultural and Development
MDF	Management for Development
M&E	Monitoring and Evaluation
MEAL	Monitoring, Evaluation, Accountability and Learning
MPTF	Multi-Partner Trust Fund
NGO	Non-governmental Organisation
MQSUN	Maximising the Quality of Scaling Up Nutrition
MSP	Multi-Stakeholder Platform
N4G	Nutrition for Growth
NEPAD	New Partnership for Africa's Development
OCHA	Office for Coordination of Humanitarian Affairs
OECD-DAC	Organisation for Economic Co-operation and Development-Development Assistance Committee
REACH	Renewed Efforts Against Child Hunger and undernutrition
SBN	SUN Business Network
SDN	SUN Donor Network
SMAC	Social Mobilisation, Advocacy and Communications
SPRING	Strengthening Partnerships, Results, and Innovations in Nutrition
SUN	Scaling Up Nutrition
SUN ACT	Scaling Up Nutrition Advocacy and Communication Team

VSG	Lead Group's Visioning Sub Group
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme
UN	United Nations
UNN	United Nations Network for Nutrition
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. This final narrative report 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, 2015 and 2016 as the reference points for the reporting of the progress and achievements of the Movement – including the Secretariat.

This Final Narrative Report covers the period 15 December 2012 – 14 December 2016. It is complemented by a Final Financial Report which is annexed to it.

Annual and Financial Reports of the Secretariat for previous years (2011-2015) as well Foundation documents of the Secretariat can be found on the [SUN Movement website](#) and include:

Annual Financial Report

- [Annual Financial Report \(1 January 2015 – 31 December 2015\)](#)
- [Annual Financial Report \(1 January 2014 – 31 December 2014\)](#)
- [Annual Financial Report of Expenditures \(1 January 2013 – 31 December 2013\)](#)
- [Provisional Financial Report of Expenditures \(1 January 2015 – 31 December 2015\)](#)
- [Provisional Financial Report of Expenditures \(1 January 2014 – 31 December 2014\)](#)
- [Implementation and Financial Report 2011-2012](#)

Annual Implementation Report

- [Annual Implementation Report \(1 October 2014 – 30 September 2015\)](#)
- [Annual Implementation Report \(1 October 2013 – 30 September 2014\)](#)
- [Annual Implementation Report \(1 October 2012 – 30 September 2013\)](#)

Foundation documents

- [Foundation document update: 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, completed its sixth year in 2016 with 57 countries and the Indian States of Maharashtra, Jharkhand and Uttar Pradesh committed to scaling up nutrition. Each year the SUN Movement Secretariat has focused its support to ensure that the Movement's Leadership, Countries and Networks are able to best fulfill their unique roles and make the most effective contributions to the shared vision of eliminating malnutrition¹.

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.

Throughout the reporting period, the Secretariat provided support to two different formulations of the SUN Lead Group. From 2012 to 2015, the Secretariat organised and prepared two meetings of the 27 members of the SUN Lead Group each year- in April (by teleconference) and September (in person). In 2016, one face-to-face meeting of the SUN Lead Group took place as the new group was only appointed by the UN Secretary General in September. These meetings of the SUN Lead Group have provided a moment for its members to review progress in the Movement and offer strategic guidance to all stakeholders supporting the Movement's efforts. They have also 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 decisions taken by the SUN Lead Group as a result of these meetings have played a key role in shaping the main elements of the SUN Movement. The most significant developments included: the establishment of the SUN Movement Monitoring and Evaluation Framework and the annual joint-assessment exercises completed by SUN Countries; the building and evolution of thematic Communities of Practice to respond to the needs of SUN Countries; the completion of an Independent Comprehensive Evaluation of the SUN Movement and a visioning process for the second phase of the Movement which resulted in the establishment of the SUN Movement Executive Committee as well as the SUN Movement Strategy and Roadmap for 2016-2020.

Beyond the regular meetings, the Secretariat provided continuous support to the SUN Lead Group through the four year period –preparing and disseminating briefings of progress and key messages for upcoming advocacy opportunities; relaying the latest information in relation to SUN Countries' challenges and priorities and liaising with SUN Networks and partners to ensure the Lead Group's recommendations were clearly understood and taken on board.

From 2014 the Secretariat spent a great deal of time ensuring that the Independent Comprehensive Evaluation of the Movement, which the Lead Group had recommended, was able to occur swiftly and without disruption to the momentum and progress of the Movement. From 2015, the SUN Movement Secretariat then focused its support to the Lead Group in help facilitate the implementation of five key decisions taken by the SUN Lead Group that would shape the second phase of the SUN Movement: 1) the recruitment of a new SUN Movement Coordinator; 2) appointment of an Executive Committee to oversee the functioning of the Movement as proposed in Independent Comprehensive Evaluation² 3) the temporary formation of a Transitional Stewardship Team to provide guidance and support until the new stewardship mechanisms could be established; 4) the initiation of a process to renew the Lead Group and 5) the completion of a process to develop a high-level strategy for 2016 to 2020 that would be developed in the spirit of collaboration and reflective of the unique qualities of the Movement.

The Secretariat has also begun to develop the Monitoring, Evaluation, Accountability and Learning

¹ The SUN Movement Strategy and Roadmap for 2016-2020 broadens its focus to cover improved nutrition in all its forms,

² The members of the Executive Committee are drawn from the SUN Country governments and senior officials of the donor, business, civil society and UN system networks and are to act on behalf of the SUN Movement Lead Group to oversee the development and implementation of the Movement's strategy and its operating modalities, to support the Coordinator to galvanise political commitments to nutrition and to promote the ethos and values of the Movement.

(MEAL) Framework for the second phase of the SUN Movement which aims to capture the changes in behavior and actions of all SUN Movement stakeholders as well as the ways in which these institutional transformations contribute to changes in spending, implementation, results and impact for nutrition. All of this work by the Secretariat has helped to ensure that the most poignant lessons of the Movement's success and shortcomings were documented and address in the second phase of the SUN Movement.

The Secretariat has supported the Lead Group to help sustain the political profile of nutrition globally by ensuring they were equipped with the information and messaging needed to champion nutrition at high-level meetings, country events, regional and international meetings, and through media interviews and opinion pieces. The SUN Movement Secretariat has captured much of this activity through. The SUN Lead Group member commitments announced during the inaugural meeting of the new Lead Group in September 2016 have set strong foundations for an enhanced advocacy role of the Lead Group. The Secretariat is using these commitments as the basis for building a SUN Lead Group engagement strategy that will guide interaction and involvement during the second phase of the SUN Movement.

While the ability of the SUN Lead Group to directly influence the amount of investments directed towards nutrition is difficult to assess, the Secretariat has made numerous efforts to support this work in many ways. The most significant include the Secretariat's work to coordinate support to SUN Countries to cost the actions contained in their national nutrition plans and to conduct budget analysis to identify nutrition allocations as well as the provision of support to the SUN Donor network to track their own nutrition investments. Additionally, the Secretariat has participated on the technical advisory groups of several initiatives aimed at increasing resource for nutrition. Finally, the work of the Secretariat with the UN Network for Nutrition to produce a checklist for the quality of national nutrition plans for SUN countries aims to assist SUN Countries to assess their overall national nutrition plan or specific sub-sectoral and multi-sectoral plans for domestic and external resource mobilisation.

In order to help foster greater understanding of the SUN Movement and its progress, the Secretariat, with technical and content support from other partners, have built and progressively improved both the information and visual appeal of the SUN Movement website - scalingupnutrition.org which is custom translated into English, French and Spanish. It has also worked to expand its social media presence and increase the readership of the monthly newsletter. As of December 2016, 6,400 people are subscribed to the English newsletter, 1,000 are subscribed to the French version and 450 are subscribed to the Spanish version.

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.

Over the years the SUN Movement has witnessed steady progress and encouraging results. The number of countries with established multi-stakeholder platforms for nutrition increased from 17 in 2013 to 49 in 2016. In 2013, 21 countries had begun efforts to align stakeholders behind a shared set of goals as part of their national common results frameworks.

At the same time, across both phases of the Movement, the Secretariat has observed that as SUN Countries strive for progress, gaps in capacity have emerged which act as road blocks for implementing and scaling up effective nutrition actions. At the request of the SUN Movement Lead Group, the SUN Movement Secretariat prioritised its efforts to help create an environment for learning, sharing and facilitating support for SUN Countries when in-country expertise is unavailable. The SUN Movement Secretariat acted as a liaison and champion of SUN country priorities and needs, encouraging all stakeholders to boost their support for aligned and coordinated nutrition actions in country.

As requests for support were received, the SUN Movement Secretariat worked with SUN Countries and with stakeholders to match needs with timely, practical and effective support that exists in all corners of the SUN Movement. This system is called the SUN Movement Capacity to Deliver Framework.

As of December 2016, the Secretariat had received 92 requests from SUN Countries – 78 of which had been addressed. Based on the nature of requests coming from SUN Countries in 2014-2015 it was agreed to strengthen three SUN Movement-wide thematic areas which arose from country requests. The SUN Movement Secretariat prioritised the establishment and advancement of three SUN Communities of Practice to harvest the collective knowledge and experience of actors, create platforms for sharing and learning and provide technical expertise. [see Outputs [2.1](#), [2.2](#) and [2.3](#)].

These Communities of Practice, which were catalysed by the efforts of the SUN Movement Secretariat, enabled more focused interaction between all stakeholders in the Movement, provided a new opportunity for researchers and nutrition as well as non-nutrition professionals to be increasingly engaged, and enabled the experiences of some to be quickly shared with, and appreciated by, others. This was particularly important during the visioning of the second phase of the SUN Movement. Under the guidance of the Executive Committee, the Secretariat convened and facilitated working groups largely based on the Communities of Practice to develop the complementary roadmap of the SUN Movement Strategy 2016-2020. The roadmap outlines four key areas where the SUN Movement will focus its efforts in the second phase. These four areas originated from the Communities of Practice with the addition of a focus on equity, equality and non-discrimination.

1. Continuously improving country planning and implementation to end malnutrition
2. Mobilising, advocating and communicating for impact
3. Strengthening the capacity for multi-sectoral and multi-stakeholder collaboration at all levels
4. Equity, Equality and non-discrimination for all – with women and girls at the centre.

The Secretariat spent a great deal of 2016 helping to shape the ambitions and activities of each of these four areas whilst ensuring that the transition of all of the work already underway across the original Communities of Practice and broader partnerships ran as smoothly as possible from the Movement's first to second phase. Some of the most significant developments to note include: support to over 20 countries to finalize their cost estimates for national nutrition; assistance to over 40 SUN Countries to participate in national budget analysis and the production of a checklist for the quality of national nutrition plans for SUN countries that can be used to assess an overall national nutrition plan or specific sub-sectoral and multi-sectoral plans; ongoing support to 21 SUN Countries who have nominated one, or several, high level political or social champions for nutrition – from First Ladies, Presidents, Prime Ministers to sports stars and celebrities. Collaboration with 29 Multi-stakeholder Platforms (MSPs) that are leveraging the budgetary, legislative and political powers of parliamentarians and 27 who are working with the media to spearhead nutrition awareness; a pilot 'Learning Route' programme which involved 14 SUN Countries; the development of a reference note and toolkit to assist countries in preventing and managing conflict of interests as well as the establishment and endorsement of a 'Partnerships Playbook' derived from the SUN Movement's Principles of Engagement and endorsed by several key partners and the Global Partnership for Effective Development Cooperation.

In order to track progress in SUN Countries, the Secretariat has conducted 25 series of teleconferences with SUN Government Focal Points and multi-stakeholder platforms as well as three teleconferences in response to the El Niño phenomenon. It also supports new SUN Countries to complete a baseline to commence their journey in the Movement and helps all SUN Countries to capture progress and challenges across the four 'processes' that are central to the SUN Movement approach. The Secretariat has achieved this through: regular interaction and discussion with SUN Countries as well as the establishment of the SUN Movement Monitoring and Evaluation Framework. The Secretariat has provided support for countries to complete their annual joint-assessments which are then used as the basis for producing the annual SUN Movement progress report and the continuously updated SUN Countries' pages on the website.

In terms of empowering SUN Movement stakeholders to advocate and communicate, the Secretariat has worked to progressively include more advocacy and communication components to capacity-building workshops in 2015 and 2016. It has been working to build networks of parliamentarians, journalists and nutrition champions who can amplify the messages of the Movement and capitalise on each other's achievements, lessons and insights. The Secretariat has also provided tailored coaching on social and

behaviour change tactics and tools, helped encourage country collaboration with parliamentarians and trained over 100 stakeholders on tools and strategies for engaging the media. It has worked to build and showcase advocacy linkages between the different partnerships and highlight the central importance of multi-stakeholder working for the achievement of the Sustainable Development Goals.

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 57 SUN Countries and the Indian States of Maharashtra, Jharkhand and Uttar Pradesh has been organised around four SUN Networks: donors, civil society, the UN System and business. Each network has operated at two levels – global and country – and sought to ensure that its members were able to 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 supported national governments through participation in multi-stakeholder platforms and alignment of their activities behind national objectives through common results frameworks. The main purpose of the networks at global level has been to coordinate and align global policies and programmes in ways that support countries' efforts to scale up nutrition as well as to foster sharing and learning amongst its members. . In addition, the networks have worked 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 has remained 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.

Throughout the period of this project, the Secretariat has provided 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. The most significant achievements in this area include 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 through regular interaction, support and participation by the Secretariat in the networks' planning, meetings and virtual discussions.

While the success of each SUN Network relies on its membership and own autonomous stewardship, the Secretariat has been encouraged to see progress across each SUN Network including an expansion in the membership of all Networks as well as efforts by all to align their work plans to the SUN Movement Strategy and Roadmap for 2016-2020. The Networks have also reported many impressive advances which include: an increase in the number of donor convenors identified across SUN Countries (from 25 in 2013 to 39 in 2016); significant support to SUN Countries through donor-led mechanisms including MQSUN, SPRING as well as intensified UN REACH support; the engagement of over 2,000 civil society organisations in over 39 countries engaged in numerous advocacy and coordination initiatives at all levels in support of the implementation of national nutrition plans; significant technical support from an increasing number of UN agencies in SUN Countries; the release of the UN Global Nutrition Agenda v1.0 which set out to stimulate dialogue among UN agencies at all levels on how best to align their activities, given their specific mandates and resources, the establishment of UN Networks for Nutrition in all SUN Countries and the establishment of SUN Business Networks in 13 SUN countries (and 10 further SUN countries with a process underway).

The Secretariat has played an instrumental role in helping to ensure the USD 10 million deposited by donors into the SUN Movement Multi-Partner Trust Fund (MPTF) were efficiently dispersed across the fund's three windows. These funds helped to: resource the 'Learning Route' pilot programme (See Output 2.1), support to 24 national Civil Society Alliances as well as the Global SUN Civil Society Network and to develop the Movement's Monitoring and Evaluation Framework (See Output 1.3) and an independent evaluation of the MPTF.

Support for SUN Countries rest strongly on the efforts of the Secretariat to facilitate communication, learning and engagement across the Movement. Some of the most notable efforts of the Secretariat in this area include: regular production, updating, translation, printing and dissemination of brochures, briefs, PowerPoint presentations and bumper stickers; a dynamic and accessible SUN Movement website custom translated into three languages; progressive increases in social media presence and a growing readership of the SUN Movement monthly newsletter.

Two of the hallmark features of the Movement led by the Secretariat include the production, translation and dissemination of the SUN Movement Annual Progress Reports and the SUN Movement Global Gatherings. These reports and face-to-face signature meetings offer the opportunities for all those who are committed to the SUN Movement to showcase their progress, articulate their challenges and build on the unique and invaluable network of experts, experience and leadership that has been built across the SUN Movement. The Secretariat has also played a pivotal support role to develop the Global Nutrition Reports in 2014, 2015 and 2016 which has become recognised as one of the most authoritative sources of information regarding progress on nutrition in recent years.

Looking Ahead

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

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

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

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

The precise activities related to each of these three areas are presented in the SUN Movement Secretariat's multi-year plan for 2016-2020.

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 was headed by the SUN Movement Coordinator, Dr. David Nabarro, the Special Representative of the UN Secretary-General for

Food Security and Nutrition (SRSG). After the appointment of David Nabarro as UN Secretary-General's Special Envoy on Ebola in August 2014, Tom Arnold (member of the Lead Group) was appointed as the SUN Movement Coordinator ad interim. Ms Gerda Verburg was recruited in the first quarter of 2016 and appointed by the United Nations Secretary General as SUN Movement Coordinator and officially began her duties in August 2016. This report covers activities carried out and results achieved by the Secretariat during the reporting period (15 December 2012 – 30 December 2016) 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 was undertaken as part of the Independent Comprehensive Evaluation (ICE) of the SUN Movement. The evaluation took into account the specific evaluation requirements set out in the funding agreements signed between the Secretariat and its donors. The evaluation included an assessment of whether the Secretariat has been/is adequately staffed and recommendations on its future function. The final ICE report reaffirmed the initial conclusions drawn in the [Interim Progress Report](#) which noted that: *“The SECRETARIAT 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, the report recommended that *“The Lead Group takes early action to ensure continuity for the Secretariat, and that it should seek assurances of continued funding beyond 2015 that will enable the Secretariat to retain its staff on appropriate terms. In not doing so would risk eroding one of the SUN Movement's main assets”*. The full and final assessment of the role and performance of the SUN Movement Secretariat can be read in its entirety on pages 442 to 452 in the [final ICE Report](#) which is published on the SUN Movement website.

By December 2016, 57 countries and the Indian States of Maharashtra, Jharkhand and Uttar Pradesh were part of the SUN Movement and were 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 have served to encourage achievement of progress by countries to scale up nutrition and better understand national needs and challenges.³

The first phase of the SUN Movement was guided by four institutional transformations (four strategic objectives) that SUN Countries sought to achieve as set out in the 2012-2015 SUN Movement Strategy:

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

The SUN Movement Strategy and Roadmap 2016-2020, which guides the second phase of the SUN Movement, builds on the strengths and momentum from the Movement's work to date. It forges new paths ahead, responding to demands from countries and the insight generated by the Independent

³ More details on SUN Country progress are available in the 2014, 2015 and 2016 SUN Movement Annual Progress Report and its compendium available [here](#).

Comprehensive Evaluation (ICE) on the Movement's strengths, weaknesses and opportunities for greater impact. In particular the ICE highlighted the need for an increased focus on the effectiveness with which interventions to improve nutrition are implemented in SUN countries so that improvements can be measured and demonstrated. For this reason, Strategy and Roadmap for 2016-2020 focuses on catalysing **implementation** at scale and the four strategic objectives have been revised to take this into account:

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

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.

Throughout the reporting period, the Secretariat provided support to two different formulations of the SUN Lead Group. The first formulation was appointed in April 2012 by the UN Secretary-General Ban-Ki Moon for an initial two year period. In March 2014, the UN Secretary-General extended the mandate of the original SUN Lead Group until the end of 2015 to ensure continuity for the Movement during the Independent Comprehensive Evaluation of the SUN Movement and drafting of the new SUN Movement Strategy and Roadmap for 2016-2020. In September 2016, the Secretary-General appointed and announced the composition of a new SUN Lead Group which held its inaugural meeting during the UN General Assembly in 2016.

From 2012 to 2015, Secretariat organised and prepared two meetings of the 27 members of the SUN Lead Group - in April (by teleconference) and September (in person). In 2016, one face-to-face meeting of the SUN Lead Group took place as the group was not appointed until September.

The meetings of the SUN Lead Group have provided a moment for its members to review progress in the Movement and offer strategic guidance to all stakeholders supporting the Movement's efforts. Overall, SUN 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 decisions taken by the SUN Lead Group as a result of these meetings played a key role in shaping the main elements of the SUN Movement. The most significant developments included: the establishment of the SUN Movement Monitoring and Evaluation Framework and the related (in lieu of the development of an annual Operating Plan for the Movement), the building and evolution of thematic Communities of Practice to respond to the needs of SUN Countries; the completion of an Independent Comprehensive Evaluation of the SUN Movement and a visioning process for the second phase of the Movement which resulted in the establishment of the SUN Movement Executive Committee as well as the SUN Movement Strategy and Roadmap for 2016-2020.

The Secretariat provided continuous support to the SUN Lead Group through the four year period – organising meetings (both remote and face-to-face); preparing and disseminating briefings of progress and key messages for upcoming advocacy opportunities; relaying the latest information in relation to SUN Countries' challenges and priorities and liaising with SUN Networks and partners to ensure the Lead Group's recommendations were clearly understood and taken on board.

From 2014 the Secretariat spent a great deal of time ensuring that the Independent Comprehensive Evaluation of the Movement, which the Lead Group had recommended, was able to occur swiftly and without disruption to the momentum and progress of the Movement. It also worked to ensure that the evaluators had access to all the information it needed, from the Secretariat, the SUN Networks and SUN

Countries.

From 2015, the SUN Movement Secretariat then focused its support to the Lead Group in help facilitate the implementation of five key decisions taken by the SUN Lead Group during their teleconference in May 2015 that would shape the second phase of the SUN Movement: 1) the recruitment of a new SUN Movement Coordinator; 2) appointment of an Executive Committee to oversee the functioning of the Movement as proposed in Independent Comprehensive Evaluation⁴ 3) the temporary formation of a Transitional Stewardship Team to provide guidance and support until the new stewardship mechanisms could be established; 4) the initiation of a process to renew the Lead Group be proposed to the UN Secretary General by January 2016 and 5) the completion by March 2016 of a process to develop a high-level strategy for 2016 to 2020 that it would be developed in the spirit of collaboration and reflective of the unique qualities of the Movement. The Secretariat has also begun to develop the Monitoring, Evaluation, Accountability and Learning (MEAL) Framework for the second phase of the SUN Movement which aims to capture the changes in behavior and actions of all SUN Movement stakeholders as well as the ways in which these institutional transformations contribute to changes in spending, implementation, results and impact for nutrition. All of this work by the Secretariat has helped to ensure that the most poignant lessons of the Movement's success and shortcomings were documented and address in the second phase of the SUN Movement.

The Secretariat has supported the Lead Group to help sustain the political profile of nutrition globally by ensuring they were equipped with the information and messaging needed to champion nutrition at high-level meetings, country events, regional and international meetings, and through media interviews and opinion pieces. The SUN Movement Secretariat has captured much of this activity through [here](#).

The SUN Lead Group member commitments announced during the inaugural meeting of the new Lead Group in September 2016 have set strong foundations for an enhanced advocacy role of the Lead Group. The Secretariat is using these commitments as the basis for building a SUN Lead Group engagement strategy that will guide interaction and involvement during the second phase of the SUN Movement.

While the ability of the SUN Lead Group to directly influence the amount of investments directed towards nutrition is difficult to assess, the Secretariat has made numerous efforts to support this work in many ways. The most significant include the Secretariat's work to coordinate support to SUN Countries to cost the actions contained in their national nutrition plans and to conduct budget analysis to identify nutrition allocations as well as the provision of support to SUN Donor network to track their own nutrition investments. Additionally, the Secretariat has participated on the technical advisory groups of several initiatives aimed at increasing resource for nutrition including the Power of Nutrition, Unit Life and the development of the a [nutrition financing framework](#) that was launched in 2016. Finally, the work of the Secretariat with the UN Network for Nutrition to produce a checklist for the quality of national nutrition plans for SUN countries aims to assist SUN Countries to assess their overall national nutrition plan or specific sub-sectoral and multi-sectoral plans for domestic and external resource mobilisation.

The Secretariat, with technical and content support from other partners, have built and progressively improved both the information and visual appeal of the SUN Movement website - [scalingupnutrition.org](#) website which is custom translated into English, French and Spanish. It has also worked to expand its social media presence and increase the readership of the monthly newsletter. As of December 2016, 6,400 people are subscribed to the English newsletter, 1,000 are subscribed to the French version and 450 are subscribed to the Spanish version.

⁴ The members of the Executive Committee are drawn from the SUN Country governments and senior officials of the donor, business, civil society and UN system networks and are to act on behalf of the SUN Movement Lead Group to oversee the development and implementation of the Movement's strategy and its operating modalities, to support the Coordinator to galvanise political commitments to nutrition and to promote the ethos and values of the Movement.

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 organised twice yearly meetings (in April/May and September each year) for the SUN Lead Group. The only exceptions to this were:
 - Three SUN Lead Group meetings took place in 2013 as the Secretariat organised an additional session during the 4th meeting of the SUN Lead Group where sponsors of the N4G compact and 1000 Days' Partnership gathered together with the Lead Group members.
 - Only one SUN Lead Group meeting took place in 2016 as the newly appointed Lead Group was not announced until September 2016. At their inaugural meeting which took place that same month, all attending SUN Lead Group members made commitments which formed the basis for an engagement strategy that is under development by the Secretariat.

The Secretariat, working closely with the SUN Movement Chair's team at UNICEF on the face-to-face meetings each September, led on the preparation, organisation and follow-up of each meeting. Summary notes of the meetings are prepared by the Secretariat and made available on the website (summary notes of the Lead Group meetings can be found [here](#)).

- The Secretariat regularly prepared and translated (in French, Spanish and Portuguese) reports to the Lead Group on the status of the Movement, – including a summary of the annual progress report – bringing together key elements of progress, challenges and evolution - which can also be accessed on the [SUN Movement website](#).
- In 2012, the Secretariat focused much of its energy to facilitate the delivery of a [Monitoring and Evaluation 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 as directed by the SUN Lead Group in the September meeting⁵. ([See Output 1.3](#))
- In 2014, at the request of the Lead Group, the SUN Movement Secretariat accelerated its work to facilitate the establishment of SUN Movement Communities of Practice which enabled more focused interaction between all stakeholders in the Movement, provided a new opportunity for researchers and nutrition as well as non-nutrition professionals to be increasingly engaged, and enable the experiences of some to be quickly shared with, and appreciated by, others. These Communities of Practice became increasingly important during the visioning of the second phase of the SUN Movement, making significant contributions to the work streams that evolved as part of the strategy and roadmap.
- In 2014 and the first half of 2015, the Secretariat 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

⁵ This Monitoring and Evaluation Framework replaced the previously proposed Secretariat activity of an annual Operating Framework (Output 1.1.c).

managing the call for proposals.

- The Secretariat also supported the organisation of [the two day meeting in Tanzania](#) in April 2015 to discuss, debate and discover potential options for the future of the SUN Movement based on the findings of the Independent Comprehensive Evaluation
- Throughout the second half of 2015 and the first half of 2016, the Secretariat supported the Lead Group's Visioning Sub Group (VSG), the Transitional Stewardship Team and the Executive Committee in their respective responsibilities for drafting the high-level strategy and roadmap for 2016-2020. The Secretariat's efforts included:
 - Extensive consultations with members of the VSG and SUN Countries (through the 20th Teleconference Meetings of the SUN Country Network) throughout the summer of 2015 to inform the drafting of the high level strategy.
 - Drafting of the first version of the high level strategy.
 - Consultation and revision of the draft strategy in September 2015, with the Transitional Stewardship Team and SUN Networks for their feedback. A revised version of the high level strategy was presented to the SUN movement Lead Group at their meeting in September 2015.
 - Support to the Executive Committee to organise extensive consultations during the 2015 SUN Movement Global Gathering on the high level strategy and its provisional targets.
 - Under the guidance of the Executive Committee, Organisation and facilitation of working groups to develop the complementary roadmap of the SUN Movement Strategy 2016-2020. The roadmap outlines four key areas where the SUN Movement will focus its efforts in the second phase.
 - Further drafting and revisions to finalise the Strategy and Roadmap
 - Organisation of the [official launch](#) of the SUN Movement Strategy and Roadmap for 2016-2020.
- During the first two quarters of 2016, the Secretariat began to prepare for the official start of the new SUN Movement Coordinator, Ms Gerda Verburg, who was appointed by the UN Secretary General in February 2016 and began her official duties in August 2016. This included the preparation of briefings, an orientation programme, the coordination of introductory meetings and support to appear in two high-level appointments (the [Women Deliver Conference](#) in Copenhagen in May 2016 and [High Level Policy Forum for the Sustainable Development Goals](#) in New York in July 2016) before she assumed office in August 2016.
- During the first three quarters of 2016, the Secretariat provided substantial inputs as requested by UNICEF who led the process to present new Lead Group candidates to the office of the UN Secretary General.
- The Secretariat assisted the Chair of the Lead Group to appoint members of the Executive Committee by coordinating an initial consultation process amongst SUN Countries and Networks what would represent the diversity of stakeholders in the Movement with an appropriate gender and geographical balance. At the time, it consisted of 16 people, with 10 members drawn from the SUN Networks and 6 drawn from SUN Government Focal Points. Procedures for managing changes in the

status of members were endorsed by the SUN Movement Executive Committee in November 2016 to support the committee's Chair and Co-chair in managing changes in consultation with the SUN Movement Coordinator.

- In addition to supporting the nomination process, the Secretariat also organised several meetings of the SUN Movement Executive Committee, as directed by the SUN Lead Group. These included:
 - An inaugural meeting in the margins of the 2015 UN General Assembly in New York;
 - Meetings at the SUN Movement Global Gathering in Milan where Executive Committee Members led discussions which would help shape the final version of the SUN Movement Strategy and Roadmap for 2016-2020;
 - A two-day retreat for the SUN Movement Executive Committee in Geneva in February 2016;
 - A teleconference in June 2016
 - Face-to-face meetings in the margins of the 2016 UN General Assembly in New York and in Rome in November;
 - The summary notes of these meetings are all available on the [SUN Movement website](#).
- The Secretariat developed the SUN Movement Ethical Framework for individuals in the Movement to use as a guide to ethical behavior which was agreed by the SUN Movement Coordinator, Lead Group and Executive Committee in 2016.
- The Secretariat maintained regular contacts with SUN Lead Group members (including through bilateral meetings and calls) and Executive Committee 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

- Evidence of the Lead Group's stewardship can be found in the Lead Group meeting [Summary Notes](#) and their recommendations to the Movement.
- The Lead Group meetings have consistently benefited from good attendance levels
 - April 2013 (teleconference) –over 85% and September 2013 (face-to-face) over 68% of Lead Group members being present or represented by senior staff.
 - April 2014 (by teleconference) – 78% and September 2014 (face-to-face) – 77% of Lead Group members being present or represented by senior staff.
 - May 2015 (by teleconference) – 80% and September 2015 (face-to-face) - 72% of Lead Group members being present or represented by senior staff.
 - September 2016 (face-to-face) – 76% of newly appointed Lead Group members (22 of 29) were in attendance.
- The Lead Group provided recommendations to the Movement based on their twice yearly discussions which lead to significant evolutions in the Movement's approach and trajectory including: the establishment of a [Monitoring and Evaluation Framework for the SUN Movement](#); the formation and strengthening of Communities of Practice, the completion of an [Independent Comprehensive Evaluation](#); the establishment of the [Executive Committee](#) as well as the drafting and endorsement

of the [SUN Movement Strategy and Roadmap for 2016-2020](#).

- SUN Lead Group member commitments announced during the [inaugural meeting](#) of the new Lead Group in September 2016 have set strong foundations for an enhanced advocacy role of the Lead Group. The Secretariat is using these commitments as the basis for building a SUN Lead Group engagement strategy that will guide interaction and involvement during the second phase of the SUN Movement.
- The SUN Movement Ethical Framework ensures that space is provided for aspects of transparency and accountability of the Movement's stewardship arrangements and support system, so that they can be easily assessed by those inside and outside of the Movement. It requires public availability of the following items: Terms of Reference of the SUN Movement Coordinator, Executive Committee and Lead Group; details on the process of nominating members of the SUN Movement Executive Committee and Lead Group as well as details on the appointment of the SUN Movement Coordinator; biographies of SUN Movement Coordinator, Executive Committee and Lead Group; minutes from meetings of the SUN Movement Lead Group and Executive Committee; a signed SUN Movement Code of Conduct from the SUN Movement Coordinator and each member of the Executive Committee. Each member of the SUN Movement Executive Committee also completes a Declaration of Interest. These are held by the Director of the SUN Movement Secretariat in a register of interests and is updated as needed, with yearly reviews. More information can be found [here](#) on the SUN Movement website.

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

- The decision to extend the mandate of the original SUN Lead Group's mandate by the UN Secretary-General until the end of 2015 helped to ensure continuity during the Independent Comprehensive Evaluation and visioning exercise for the second phase of the SUN Movement. However, the period between the end of 2015 and September 2016 in which a new Lead Group was selected posed a challenge to sustaining momentum and external high-level advocacy.
- The time and processes required for appointing a new SUN Movement Coordinator, establishing of an Executive Committee to strengthen the stewardship of the Movement and support the Coordinator and the drafting and finalisation of the SUN Movement Strategy and Roadmap for 2016-2020 presented both challenges and opportunities as the SUN Movement sought to build upon its successes and to address areas of weakness identified in the Independent Comprehensive Evaluation and subsequent recommendations.

The following activity was identified in the Secretariat logframe (1.1.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". Based on the SUN Movement Strategy and accompanying Road Map adopted by the SUN Lead Group at its 2nd meeting in September 2012, the Lead Group identified the need for a Monitoring and Evaluation 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. The Secretariat has supported the development of such an M&E Framework [see Activity 1.3] instead of developing an annual Operating Plan that would not reflect properly the nature of the Movement. Therefore, activity (c) related to Activity 1.1 were not carried forward.

- Since the finalization of the SUN Movement Strategy and Roadmap, the Secretariat has been working to establish the Movement's **Monitoring, Evaluation, Accountability and Learning (MEAL) system** which is intended to provide the backbone for measuring the Theory of Change in the 2016-2020 SUN Movement Strategy. Each step of the Theory of Change is supported by

indicators that give an appreciation on the progresses and results at any time. The MEAL Result Framework has been developed from to show:

- STEP 1 - How *multiple stakeholders from different sectors* come together to address all forms of malnutrition.
- STEP 2 - How *multiple stakeholders from different sectors change their behaviours* to advocate, partner and commit towards common results.
- STEP 3 - How *multiple stakeholders mobilize resources and align their implementation* to optimize coverage and effectiveness of their actions
- STEP 4 - How *effective results are achieved through aligned implementation* in a far greater way than what could have been achieved by each stakeholder on its own.
- STEP 5 - How *results contribute to better nutrition status* of children, adolescents, women and vulnerable groups.
- STEP 6 - How *better nutrition will contribute to key SDGs by 2030*

The MEAL system will mostly rely on secondary data. It will align with globally agreed monitoring frameworks and initiatives. A set of primary data will be collected by the SUN Movement Secretariat and by SUN Networks. The first three steps will attempt demonstrate the ways in which SUN Movement stakeholders' behaviours and actions have directly attributed to better conditions for scaling up nutrition while the last three steps will examine how institutional transformations contribute to changes in spending, implementation, results and impacts. The latter three steps will be assessed through secondary data analysis and more robustly by evaluation. Data will be shared through the SUN Movement Annual Progress Reports, the SUN Movement website and partners' reports including the Global Nutrition Report.

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](#).

Details of activities

- In 2013 and 2014, the Secretariat worked closely with Maximising the Quality of Scaling Up Nutrition⁶ (MQSUN) and SUN Networks to support SUN countries to analyse national nutrition plans and estimate the overall costs of implementing concerted efforts for improved nutrition. The Secretariat's efforts included:
 - The facilitation of the analysis of national plans with support from MQSUN to estimate the overall costs of implementing concerted efforts for improved nutrition. The Secretariat also facilitated links with MQSUN to provide technical assistance to countries that were in the process of developing their national costed plans. This technical assistance included helping countries to set feasible targets based on their current and projected capacity in terms of human resources, infrastructure and recurrent costs for supply and utilities.
 - Support to 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

⁶ MQSUN is a consortium of eight non-state organisations leading the field of nutrition. More information can be found [here](#).

- Compilation of a [synthesis report](#) on the exercise undertaken by twenty SUN Countries for estimating the costs to implement multi-sectoral strategies to scale up impact on nutrition. In 2015, the estimated costs were published in an [online tool](#) that provides a practice-based reference on how investments have been planned and costed in these countries to cover nutrition-specific, nutrition-sensitive and governance actions and aims to guide on standard factors that need to be considered when planning and costing. The online tool is accessed by policy makers and researchers that aim to improve their planning and budgeting outcomes [see [Output 2.1](#) and [3.1](#)].
- A two-page country profile for each country with data 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 supported SUN Countries to develop a practical approach to tracking budget allocations for nutrition. This included:
 - The commissioning and management of a consultancy in May 2014 to develop a feasible methodology for governments of SUN Countries to track budget allocations in their published national budgets. Based on the review of published data from 28 national budgets, [a three-step methodology](#) was developed and shared with SUN Countries. This ‘3-Step approach’ was identified by the SUN Movement Secretariat as a quick and practical way to report on nutrition relevant allocations. It is based on a common methodology, approved by the SUN Donor Network Senior Officials in 2013, to track global investments in nutrition. [see [Output 2.1](#)].
 - The facilitation of working sessions at the 2014 SUN Global Gathering on tracking nutrition allocations as well as the organisation of the 17th meeting of the SUN Country Network in January and February 2015 which further explored the practicalities of conducting budget analysis to identify nutrition allocations.
 - The establishment and management of a Call of Interest that aimed to identify countries that were interested in accelerating their efforts to report on nutrition relevant budget allocations. Thirty SUN Countries responded to the Call of Interest and were enthusiastic about embarking on the use of a 3-Step approach to report on nutrition relevant allocations.
 - The SUN Movement Secretariat supported UNICEF to organise four regional budget analysis workshops in April 2015 on behalf of the UN Network for the SUN Movement. The [Asia workshop](#) was held in Thailand, the English speaking African countries met in [Uganda](#), French speaking countries convened in [Côte d’Ivoire](#) and Latin American countries met in [Guatemala](#).
 - The workshops had a technical as well as a political purpose. From a technical perspective, the workshops served to recognise the work by SUN Countries done during the data gathering phase and to further advance on the 3-Step Approach. From a political perspective, the workshops were a powerful tool to build consensus through a collaborative effort and to introduce the exercise to parliamentarians and representatives from media and civil society.
 - A total of three follow-up conference call and one face-to-face meeting of the Community of Practice were organised by the SUN

- Movement Secretariat with participants from different providers within the SUN Countries including participants from the UN Network (UNICEF, WHO and FAO), the Donor Network (World Bank, EC, CIFF and Canadian Aid), the SUN Civil Society Network and specialised mechanisms (such as MQSUN, FANTA and Results for Development). The conference calls were used to take stock on progress made by different organizations to support countries in the different areas and to advance the discussion on methods for financial tracking of domestic and external investments for nutrition.
- The SUN Movement Secretariat supported UNICEF to organize two regional workshops in 2016. The first one on Public Finance for Nutrition took place in Bangkok between April 25 and 27 with the participation of 18 Asian countries and 3 States of India. The second one on Public Financing and Managing Results for Nutrition was held in Kenya between August 22 and 25 with the participation of 37 countries. Reports and proceedings of the [Asia](#) and [Africa](#) regional workshops are available on the SUN Movement website.
 - A total of two technical follow-up conference were organised by the SUN Movement Secretariat in collaboration with the SPRING project and Results for Development. The first teleconference focused on nutrition specific interventions and on how to estimate financing gaps based on costed estimates and allocated resources. The second one focused on nutrition sensitive interventions and on how to identify sectoral programmes that can bring significant changes in the underlying determinants of malnutrition.
 - Following the creation of the [online tool to aggregate and analyse the costed plans](#) shared by countries, the SUN Movement Secretariat is now working on the online equivalent for the budget analysis. The current database contains finance data shared by 41 countries for a total of 7862 budget line items classified into specific and sensitive, sectors (health, agriculture and food systems, education, water, sanitation and hygiene and social protection) and sub-categories of programmes. A total of 29 countries have two or more data points for which it is possible to estimate trends, 30 have data on their programmes' funding sources but only 9 have data on their actual expenditures. Once the database is online, the user will be able to extract finance data by categories and/or by sectors and/or by funding sources. The current guidance contains a detailed annex to guide the users on the applied categorization (specific and sensitive) and sub-categorization. For the time being, specific information and analysis on the budget analysis is made available by the SUN Movement Secretariat upon request.
 - The Secretariat supported on-going work by the SUN Donor Network to establish a consistent method for tracking financial investments in nutritional outcomes. The Secretariat's efforts included
 - Co-hosting of a Technical Meeting on Monitoring Nutrition Results in March 2013, with the European Commission and United Nations Standing Committee on Nutrition.
 - Support for the follow-up work of this meeting taken forward by the SUN Donor Network during that same year to ensure consistency with the process of costing national nutrition plans in SUN Countries (see Activities in [Output 2.1](#))

- Hosting and facilitating a meeting of the Donor Working Group on Resource Tracking in Geneva in February 2013 and participated in related meetings (i.e. the SUN Movement Senior Level Meeting in Brussels, 14 and 15 March 2013). The Secretariat updated Lead Group members on progress for tracking financial investments.
- Supporting the SUN Donor Network to reach a consensus in [December 2013](#) on a consistent method for tracking financial investments in nutritional outcomes. The method was published on the [SUN website](#) and was used by twelve donors to estimate their financial disbursement in 2010 and 2012. A feature summarising the work appeared in the 2014 SUN Movement Annual Progress Report.
- After a lull in the SUN Donor Network's commitment to continue to track financial investments, the Secretariat conducted an analysis of SUN Donor spending on nutrition-specific investments using publicly available data. The exercise has been shared with the SUN Donor Network for the feedback on both the data as well as clarity on a way forward to better help SUN Countries understand ways to access funding.
- In 2015 a consultant worked with the Secretariat to develop an initial mapping exercise of multi-lateral sources of grant funding for nutrition. The key findings of this piece of work were presented in the 2016 SUN Movement Progress Report.
- The Secretariat supported the preparation of – with specific inputs on costing – the [Nutrition for Growth meeting](#) hosted by the Governments of the United Kingdom and Brazil and the Children's Investment Fund Foundation (CIFF) in June 2013. It also supported the initial development of an accountability framework for tracking commitments made during the Nutrition for Growth event and reported through the [Global Nutrition Report](#) on an annual basis.
- In the run-up to the Nutrition for Growth follow-up meeting that was planned to take place in Rio de Janeiro in 2016, the SUN Movement Secretariat organised one teleconference in January 2016 to share experience on how countries are setting their 'SMART'⁷ commitments to scale up nutrition. While the ambition and scope of the follow-up meeting was significantly reduced in the weeks before the Rio de Janeiro meeting took place, the Secretariat worked throughout the year with the Global Nutrition Report team to support countries who were inspired by the event planning to make new SMART commitments.
- The Secretariat worked with specialised agencies for the dissemination of harmonised 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 SUN Movement Secretariat participated on the technical advisory groups of several initiatives aimed at increasing resource for nutrition. These included:
 - The Power of Nutrition - a partnership of investors and implementers funding and executing large-scale, high impact programmes in some of the countries that are worst affected by undernutrition.

⁷ Specific, Measurable, Attainable, Relevant and Time-bound

- UnitLife – a fund established by a number of African countries using a levy from extractive revenues with the aim of addressing undernutrition in the areas with the highest burden.
- An initiative led by the World Bank, Results for Development and 1000 days to establish the costs, current financing and resource gaps to achieve the six global nutrition targets approved by the World Health Assembly in 2012. This work resulted in the launch of a [nutrition financing framework](#) in 2016.
- A working group of experts, convened by the UN Network for Nutrition and the SUN Movement Secretariat developed a draft [checklist for the quality of national nutrition plans](#) for SUN countries during the summer of 2016. The draft was shared with SUN Countries, especially those that were entering new planning cycles in 2016. A collaborative and iterative process will take place among interested Government Focal Points and their partners and the UN Network for Nutrition and the SUN Movement Secretariat, who will provide direct feedback and liaise with experts, as needed.

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](#) was published in the 2014 Lancet series on maternal and child health care (Stenberg K et al 2013). The paper estimated 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 was supported to continue its efforts in contributing to the mobilisation of additional resources for nutrition through several significant developments lead by the Secretariat. This includes the support of the Secretariat to SUN Countries which:
 - helped approximately 20 SUN countries to identify their costs of scaling up nutrition in line with their national multi-stakeholder nutrition plans.
 - Assisted over 40 SUN Countries to participate in national [budget analysis](#)
 - Produced a [checklist](#) for the quality of national nutrition plans for SUN countries that can be used to assess an overall national nutrition plan or specific sub-sectoral and multi-sectoral plans. While the guidance note attempts to provide countries with an indication of the characteristics of a sound national plan for tackling nutrition, it does not prescribe actions or suggest any one-size-fits all solutions.
 - The Secretariat also supported the SUN Donor Network in an initial effort to [track their investments in SUN Countries](#).

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

- There has been a lull in momentum of the SUN Donor Network to track their nutrition investments in SUN Countries since the work that was completed and published in 2014. SUN Countries urgently require clarification from donors in

relation to their individual funding mechanisms, priorities and timeframes. The Secretariat has not yet been able to secure confirmation of the SUN Donor Network in relation to their readiness to do this. Further, clarity on donor investments in nutrition-sensitive activities remains a significant challenge.

- Holding those accountable for what was committed to during the Nutrition for Growth event in June 2013 has remained challenging, despite the annual efforts of the Global Nutrition Report authors. While the Secretariat worked with the Global Nutrition report team to support countries that wished to make new SMART commitments, it is unclear how many SUN countries have made new nutrition commitments or changed their current commitments to make them 'SMARTer'.
- While the nutrition financing framework launched by the World Bank, Results for Development and 1,000 Days has helped to portray the global estimated cost of reaching four of the six global nutrition targets, it is now recognised 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).
- The 2015 mapping exercise of multi-lateral funding sources for nutrition that was published in the [2016 SUN Movement Annual Progress Report](#) shed light on some key issues including:
 - Lack of predictability of existing funding mechanisms in terms of focus and timelines
 - Challenges in countries, in terms of coordination, programmatic coherence, and administrative and reporting workload due largely in part to the fragmented nutrition architecture and planning
 - The untapped potential to build linkages across complementary initiatives, such as the Global Fund to Fight AIDS, Tuberculosis & Malaria, the Global Partnership for Education along with Every Woman, Every Child through their Global Strategy for Women's and Children's Health as well as to consider innovative ways to unlock nutrition funding centered on women and girls via existing funds focused on gender issues (Global Fund for Women, Mama Cash, the African Women's Development Fund, the Central American Women's Fund and the Urgent Action Fund for Women's Human Rights)
 - the urgent need to explore ways to support countries in improving their access to humanitarian funding for nutrition, namely through two OCHA-managed trust funds (Central Emergency Response Fund and Country-Based Pooled Funds)
- Further work is needed throughout the Movement to strengthen an approach to nutrition that is gender focused. This has been recognised in the SUN Movement Strategy and Roadmap for 2016 – 2020. (See [Output 2.1 Equity, equality and non-discrimination for all – with women and girls at the center](#))

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

- See also [Output 1.1](#) for more information on the Independent Comprehensive Evaluation
- With technical support from the consultancy company, Management for Development Foundation (MDF) Training & Consultancy, the Secretariat supported and facilitated the development of the [SUN Movement's Monitoring and Evaluation Framework](#) through a process that included extensive consultation with SUN Networks and SUN Countries.
- With technical support from the MDF consultancy, the Secretariat took stock retrospectively of the context for nutrition, in early-2010 before the emergence of the SUN Movement and established [the baseline situation](#) for the Movement at September 2012 to determine the point of comparison for future monitoring and evaluation, including the independent evaluation of the SUN Movement (including Networks, Lead Group, etc.) and the Secretariat foreseen in 2015.
- The [SUN Movement Monitoring and Evaluation \(M&E\)](#) system 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 joint-assessment workshops by in-country stakeholders was rolled out in 2014 and has taken place in 2015 and 2016. Joint-assessment was chosen to increase ownership and mutual accountability of the reporting progress in the SUN Movement. With technical support from MDF Training & Consultancy, [tools](#) for in-country joint-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 each year.
 - For country joint-assessments, each year SUN Country Government Focal Points convened members of their multi-stakeholder platform to discuss performance on each of the progress markers. Scores were awarded to each of the progress markers after thorough discussion and 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. Reports from the joint-assessment were then circulated to all members of the respective country's multi-stakeholder platforms for validation. The validated reports were then shared with the Secretariat for further analysis, especially of emerging patterns across the Movement.
- Following the first joint exercise, the Secretariat organised in September 2014 a conference call with all SUN countries in order to assess the strengths and challenges of the SUN monitoring and evaluation framework and the joint-assessment workshops- Every year since then, the Secretariat has drawn lessons learnt from previous exercises and adapted templates and guidelines accordingly, either to make them more robust, coherent (supporting document attached; development of criteria for scoring) and tailored to identification of needs and assets of SUN countries
- Every year, the Secretariat has analysed the information coming from in-country joint-assessments and reporting, developed country profiles and overall trends and patterns on the transformations happening in SUN countries for the annual report,

followed-up with countries as per specific points, and developed a portfolios of potential answers to identified needs.

- The Secretariat also supports countries as they join the Movement to complete a baseline survey that serves as the basis to assess their progress in their journey as SUN countries.
- Based on the development of the Monitoring, Evaluation, Accountability and Learning (MEAL) system which began in 2016 (See [Output 1.1](#)), a number of areas have been added to the 2017 joint-annual assessment for consideration by SUN Countries. These areas include:
 - Compliance of partners with the SUN Movement Principles.
 - Mobilization of high-level advocates (champions, parliamentarians and media).
 - SMART-ness⁸ of nutrition commitments made by high-level representatives of Governments and networks/alliances since the beginning of 2016.
 - Capacity of Multi-Stakeholder Platforms to coordinate their partners' response to identified annual priority action areas in the Joint Annual Assessment.
- The description of progress markers and signs included a more enhanced focus on gender in 2017 to ensure that the gender lens was maintained throughout the joint assessment.

Achievements against logframe indicators

- In-country stakeholders have repeatedly expressed the view that the joint-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. Indeed this process has become a hallmark feature of the SUN Movement along with the SUN Progress Report and Global Gatherings.
- Participation in the joint assessment exercises has been consistently high since the roll-out of the SUN Movement Monitoring and Evaluation Framework:
 - Between May and July 2014, 37 out of 40 of countries that joined the Movement before September 2013, independently assessed their progress. The Secretariat itself undertook the assessments for the three countries that were unable to complete their self-assessments.
 - Between May and July 2015, 43 out of 55 countries that joined the Movement before September 2014, voluntarily assessed their progress. 30 of these 43 countries that submitted their self-assessment reports for 2015 had also undertaken the same exercise in 2014. For countries that were unable to undertake the exercise, a narrative of progress on the four processes was submitted for the 2015 Annual Progress Report of the SUN Movement.
 - Between May and July 2016, 45 of the 57 countries that joined the Movement before September 2015 voluntarily assessed their progress. 27 of these countries had undertaken the same joint-assessment over the last three years (2014, 2015 and 2016)

⁸ We ask country partners to look at new and existing commitments and see if they are Specific, Measurable, Achievable, Relevant and Time-bound (SMART).

- The SUN Movement Annual Progress reports of 2014, 2015 and 2016 were largely prepared with information from the joint-assessment exercises. [see [Output 3.4](#)]. The results of the joint-assessments have also informed the production of the 2014, 2015 and 2016 Global Nutrition Reports.
- The results of the annual joint-assessment exercises have proven to be an excellent resource for capturing the priorities and challenges of SUN Countries.

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

- 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.
 - Analysis of the results produced through joint-assessments suggests that in-country stakeholders are generally less generous when assessing the progress markers than the Secretariat has previously been through the consultation with the Government Focal Points and advisors. Analysis of results, by the Secretariat, reveals that national self-assessments in 2014 have involved a great deal of reflection, especially on aspects of progress that cannot easily be captured from outside the country. A self-assessment appears to reflect the heterogeneity of the different actors that are involved, while external assessments, even when validated in-country, tend to reflect the perspective of the main stakeholder. As a result, the self-assessments of 2014 have tended to be more self-critical than the external assessments of 2012 and 2013. In 2015 and 2016, the Secretariat did not complete any further external assessments where countries were unable to participate in the exercise.
- A Progress Markers score of between 1 and 4 is expected to indicate the presence of a particular behaviour. However, some self-assessment scores for particular markers appear to be influenced by the value attached to it by those completing the self-assessments. Such subjectivity is expected when the monitoring of outcomes is based on the outcome mapping approach. The assessment asks whether a particular behaviour is “starting”, “on-going” or “in place”: those responsible for the assessment are invited to make the assessment based on their own judgments. This implies that self-assessment scores should not be used to compare progress between countries. But they can aid with the identification and interpretation of emerging patterns of institutional transformation within a country. Bearing this in mind, the Secretariat has used great care in interpreting the joint-assessment scores given that the approach is influenced by the interplay between stakeholders, complexity of issues being tackled and the uniqueness of each country setting.
- Many within the SUN Movement network of country focal points believe that if in-country stakeholders apply the same self-assessment approach year after year, they will be better enabled to describe the challenges they face and the success of efforts to tackle them.
- 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.
- The joint annual assessment is one of the main data sources for the Monitoring, Evaluation, Accountability and Learning system (see [Output 1.1](#)). The second phase of the SUN Movement (2016-2020) will continue to have multi-stakeholder and multi-sectoral approaches at its core. However, countries in the SUN Movement are also asked to show progress with their spending and implementation as well as demonstrate results and impacts. The SUN Movement's global support system (the four SUN Networks along with a growing group of expert partners) is also expected to step up and support those countries that are lagging behind. The Monitoring, Evaluation, Accountability and Learning system provides the backbone for measuring the theory of change in the 2016-2020 SUN Movement Strategy. Each step of the theory of change is supported by indicators that provide an appreciation on the progress at any time. The findings from the joint annual assessments are included in the results framework and can be triangulated with the other indicators of the Monitoring, Evaluation, Accountability and Learning system to provide a more comprehensive picture on how institutional transformations contribute to changes in spending, implementation, results and impacts.

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 support for Lead Group members around high level events, media engagements and during country visits.. Short briefing materials were developed by the Secretariat and made available through the SUN website (www.scalingupnutrition.org).
- The Secretariat has supported the Coordinators of the SUN Movement to engage in high-level national, regional and international events to advocate for nutrition and inspire greater energy through the production of speaking points, preparation of opinion pieces and PowerPoint presentations, in addition to a range of recordings of videos. When Ms. Verburg assumed office in August 2016, a renewed emphasis was placed in providing her with adequate support, to this end. Between August and December 2016, Ms. Verburg also visited Kenya to participate in a regional workshop and Cote d'Ivoire for the launch of their multi-sectoral nutrition plan.

Achievements against logframe indicators

- Over the course of this reporting period Lead Group members were involved in high-level meetings, have participated in country events, regional and international meetings, and raised the profile of under nutrition through media interviews and opinion pieces. The SUN Movement Secretariat has captured much of this activity through [here](#).

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

- SUN Lead Group member commitments announced during the inaugural meeting of the new Lead Group in September 2016 have set strong foundations for an enhanced advocacy role of the Lead Group. The Secretariat is using these commitments as the basis for building a SUN Lead Group engagement strategy that will guide interaction and involvement during the second phase of the SUN Movement.

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

[see also Output 3.4]

Details of activities

In a bid to share information about nutrition and foster greater understanding of the Movement – including tangible results at the country, regional and global level – a scaling up of communication and knowledge-sharing endeavours has been seen during the reporting period, with a particular focus on finding new brand solutions and strengthening digital communication channels.

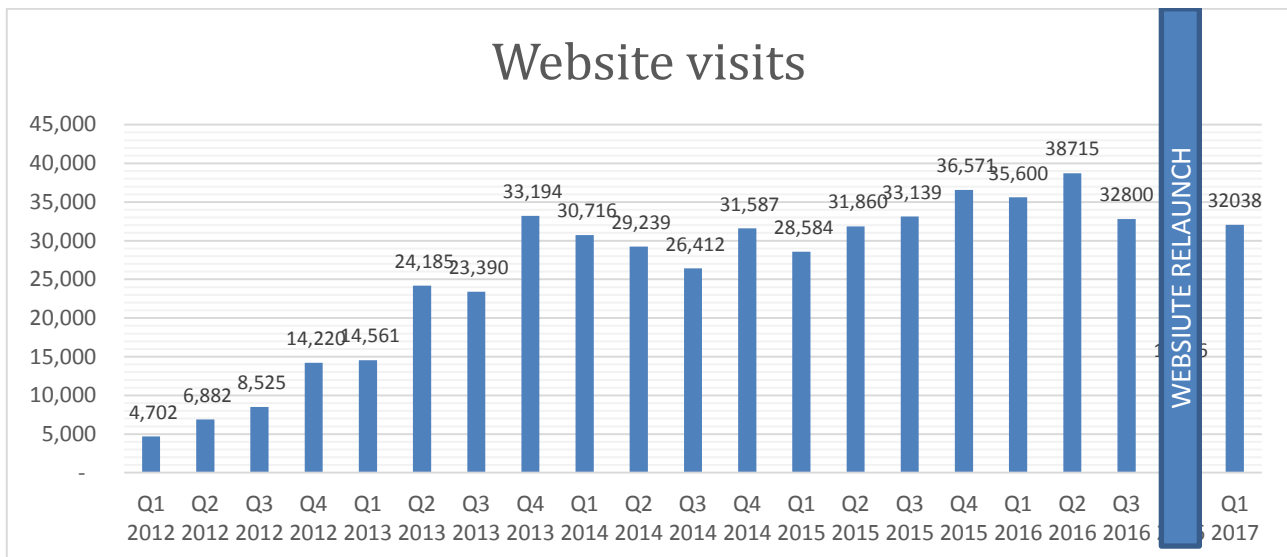
- **SUN Movement rebranding exercise:** To revamp its overall look and feel, and in a bid to garner new audiences, a re-branding exercise – resulting in an updated colour scheme and palette and more trilingual logo options – was undertaken over the summer of 2016. This new visual identity has been reflected across all consequent material, including the website.
- The Secretariat, with technical and content support from other partners, have built and progressively improved both the information and visual appeal of the SUN Movement website -- scalingupnutrition.org.

In 2015, on the occasion of the SUN Movement Global Gathering, a mobile friendly version of the SUN Movement website was launched, whilst the largest technical development within the reporting period has been the complete relaunch of the SUN Movement website, to both modernise the identity of the Movement as well as to improve the user experience – including faster navigation and shortcuts. The relaunch went live on the same day as the SUN Movement Strategy and Roadmap (2016-2020) launch and the inaugural Lead Group meeting in September 2016.

- All areas of the website are complemented by regular news, blogs and in practice articles which are shared throughout the year to capture milestones, share learnings and provide opinions on different topics, relevant to nutrition. The addition of thematic tagging has added another navigation mechanism across news, blogs and in practice stories.
- The Secretariat relies on social media channels to amplify progress being shared on the website. Most notably, Twitter and Facebook have been mobilised and are platforms that are used daily.
- The Secretariat produces monthly newsletters which round-up key events from the previous month and highlight key upcoming events. A newsletter relaunch in March 2017 to modernise the identity of the Newsletter in line with the SUN Movement website and to better feature blogs and in practice stories. As of December 2016, 6,400 people are subscribed to the English newsletter, 1,000 are subscribed to the French version and 450 are subscribed to the Spanish version.

Achievements against logframe indicators

- The SUN Movement's multi-lingual website (www.scalingupnutrition.org) is continually being updated to reflect developments from SUN Countries and across the Movement. Its steady usage illustrates the importance of the website as a key point of access for the SUN Movement.



- Significant developments have been made in developing new content for the website.
 - SUN Countries: Core content on each SUN Country page is updated regularly, in line with the Annual SUN Movement Progress Report, utilising results from the SUN Movement Joint-Assessment Exercise.
 - SUN Supporters: The content of Network pages is updated in collaboration with SUN Networks and is now consistent across all four global networks. A page has also been developed for the SUN Movement Executive Committee in addition to the SUN Movement Lead Group and SUN Movement Secretariat – all are updated regularly.
 - About SUN, nutrition and progress: The content of these sections is continuously updated with the support of partners, when new content becomes available.
 - Share and Learn: This new section on the SUN Movement website (2016) builds a hub of knowledge where progress towards the SUN Movement Strategy and Roadmap (2016-2020) is captured and developed. The most developed areas to date are:
 - Investing in nutrition (featuring the SUN Budget Analysis Exercise)
 - Aligning and costing nutrition plans (featuring the common results framework)
 - Preventing and Managing Conflict of Interest
 - Face-to-face learning exchanges (featuring Learning routes)
- The Secretariat is working with Weber Shandwick to develop a suite of materials that communicate the SUN Movement. A set of infographics and a short animation were launched in 2016.
- The Annual SUN Movement Progress Report has successfully been launched each year. In 2016 the report was officially launched on the eve of the International Symposium on Sustainable Food Systems for Healthy Diets and Improved Nutrition in Rome – with the support of the UN Network for SUN. Earlier in the week, a pre-launch was held with Geneva-based Permanent Representatives from SUN Countries and donor countries, at the Canadian Mission with the support of the Mission of the Netherlands.
- The SUN Movement Twitter account was set up in September 2012 and managed by GMMB until the end of 2013. During this 15-month phase, the account reached 2.2k followers. Under management by the SUN Movement Secretariat, growth has been exponential, reaching 4.7k by Dec 2014, 7.4k by Dec 2015 and 10.8k by Dec 2016.

- The SUN Movement Facebook page was established in July 2013 and was managed by GMMB until the end of 2013. Initial growth saw 630 followers (those who have “liked” the page) by the end of the 5-month period. Under management by the SUN Movement Secretariat, growth has been substantial. By Dec 2014, 1.5k followers, by Dec 2015, 3.2k followers and by Dec 2016, 5.1k followers.

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

- As the Movement continues to grow with an increasing number of SUN Countries, Indian States 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 purpose, the SUN Movement website remains a central communication platform for the SUN Movement and the Secretariat is investing in its continued expansion and improvement in line with the rapid expansion of the SUN Movement and its stakeholders.
- Prioritization will be given to developing thematic content on the website, especially in regards to the Share & Learn section – focused on knowledge in capability development of SUN Countries in line with the SUN Movement Strategy and Roadmap (2016-2020).
- Further organisation of content related to the global nutrition architecture will be a focus as the global narrative adapts – this will include more framing of nutrition and the SUN Movement Strategy and Roadmap (2016-2020) in relation to the Sustainable Development Goals, the Decade of Action on Nutrition, ICN2, Nutrition for Growth, World Health Assembly and Non-Communicable Disease targets and progress being made to bridge the humanitarian/development divide. Whilst each initiative is complementary, it is crucial that the SUN Movement website can play a role in framing the discussion and its relevance to SUN Countries.

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.

Over the years the SUN Movement has witnessed steady progress and encouraging results. The number of countries with established multi-stakeholder platforms for nutrition increased from 17 in 2013 to 49 in 2016. In 2013, 21 countries had begun efforts to align stakeholders behind a shared set of goals as part of their national common results frameworks.

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

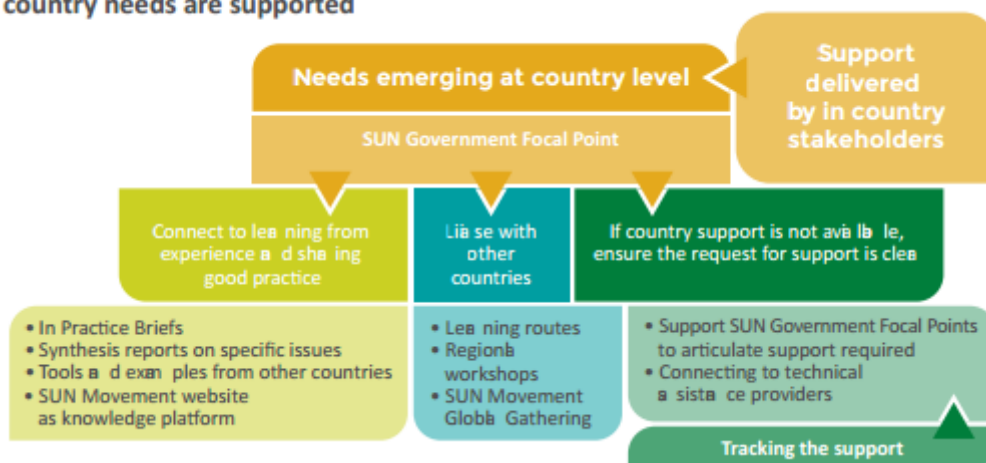
At the request of the SUN Movement Lead Group, the SUN Movement Secretariat prioritised its efforts to help create an environment for learning, sharing and facilitating support for SUN Countries when in-country expertise is unavailable. The SUN Movement Secretariat acted as a liaison and champion of SUN country priorities and needs, encouraging all stakeholders to boost their support for aligned and coordinated nutrition actions in country.

The Secretariat acknowledged that support can come in the form of coaching, technical assistance, learning and sharing experiences to inform a way forward, knowledge management and financing for action. It also recognised the many potential sources for this support - the SUN Networks, international non-government organisations (NGOs) or academic institutions with the knowledge and experience to catalyse progress.

As requests for support were received, the SUN Movement Secretariat worked with SUN Countries and with stakeholders to match needs with timely, practical and effective support that exists in all corners of the SUN Movement. This system is called the SUN Movement Capacity to Deliver Framework.

As of December 2016, the Secretariat had received 92 requests from SUN Countries – 78 of which had been addressed.

How country needs are supported



Based on the nature of requests coming from SUN Countries in 2014-2015 it was agreed to strengthen three SUN Movement-wide thematic areas which arose from country requests. The SUN Movement Secretariat prioritised the establishment and advancement of three SUN Communities of Practice to harvest the collective knowledge and experience of actors, create platforms for sharing and learning and provide technical expertise. [see Outputs [2.1](#), [2.2](#) and [2.3](#)].

- **Policy and Budget Cycle Management** - from planning to accounting for results
***Note throughout 2014-2015, another Community existed focusing on the reliable monitoring of progress, evaluation of outcomes and demonstration of nutrition results. This has been integrated with the first Community to better capture the elements of the planning cycle.*

- **Social mobilisation, advocacy and communication**

- **Functional Capacities** for coordination and effective scaling up of nutrition in action

The Communities of Practice, which were catalysed by the efforts of the SUN Movement Secretariat, enabled more focused interaction between all stakeholders in the Movement, provided a new opportunity for researchers and nutrition as well as non-nutrition professionals to be increasingly engaged, and enable the experiences of some to be quickly shared with, and appreciated by, others. This was particularly important during the visioning of the second phase of the SUN Movement. Under the guidance of the Executive Committee, the Secretariat convened and facilitated working groups largely based on the Communities of Practice to develop the complementary roadmap of the SUN Movement Strategy 2016-2020. The roadmap outlines four key areas where the SUN Movement will focus its efforts in the second phase. These four areas originated from the CoPs with the addition of a focus on equity, equality and non-discrimination.

5. Continuously improving country planning and implementation to end malnutrition
6. Mobilising, advocating and communicating for impact
7. Strengthening the capacity for multi-sectoral and multi-stakeholder collaboration at all levels
8. Equity, Equality and non-discrimination for all – with women and girls at the centre.

The Secretariat spent a great deal of 2016 helping to shape the ambitions and activities of each of these four areas whilst ensuring that the transition of all of the work already underway across the original

Communities of Practice and broader partnerships ran as smoothly as possible from the Movement's first to second phase. Some of the most significant developments to note include: support to over 20 countries to finalize their cost estimates for national nutrition plans with the engagement of key sectors around a Common Results Framework; assistance to over 40 SUN Countries to participate in national budget analysis and the production of a checklist for the quality of national nutrition plans for SUN countries that can be used to assess an overall national nutrition plan or specific sub-sectoral and multi-sectoral plans; ongoing support to 21 SUN Countries who have nominated one, or several, high level political or social champions for nutrition – from First Ladies, Presidents, Prime Ministers to sports stars and celebrities. Collaboration with 29 MSPs that are leveraging the budgetary, legislative and political powers of parliamentarians and 27 who are working with the media to spearhead nutrition awareness; a pilot 'Learning Route' programme which involved 14 SUN Countries; the development of a reference note and toolkit to assist countries in preventing and managing conflict of interests as well as the establishment and endorsement of a 'Partnerships Playbook' derived from the SUN Movement's Principles of Engagement and endorsed by several key partners and the Global Partnership for Effective Development Cooperation;

In order to track progress in SUN Countries, the Secretariat has conducted 25 series of teleconferences with SUN Government Focal Points and multi-stakeholder platforms as well as three teleconferences in response to the El Niño phenomenon. It also supports new SUN Countries to complete a baseline to commence their journey in the Movement and helps all SUN Countries to capture progress and challenges across the four 'processes' that are central to the SUN Movement approach. The Secretariat has achieved this through: regular interaction and discussion with SUN Countries as well as the establishment of the SUN Movement Monitoring and Evaluation Framework. The Secretariat has provided support for countries each to complete their annual joint-assessments which are then used as the basis for producing the annual SUN Movement progress report and the continuously updated SUN Countries' pages on the website.

In terms of empowering SUN Movement stakeholders to advocate and communicate, the Secretariat has worked to progressively include more advocacy and communication components to capacity workshops in 2015 and 2016. It has been working to build networks of parliamentarians, journalists and nutrition champions who can amplify the messages of the Movement and capitalise on each other's achievements, lessons and insights.

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

Details of activities

- By the end of 2016, the SUN Movement Secretariat had organised 25 series of teleconferences with SUN Government Focal Points and multi stakeholder platforms (grouped per geographic areas or language: Francophone/Anglophone/Hispanophone/Asian countries) and one dedicated call on countries affected by El Nino. These calls helped to ensure that the Secretariat is fully aware of the latest status of SUN Countries' challenges and needs. See Output 2.2
- In September 2016, the World Food Programme seconded a senior staff member to the SUN Movement Secretariat to support the adaptation of the SUN Movement Strategy and Roadmap 2016-2020 to the contexts of failed or fragile states, humanitarian contexts and protracted crises.
- The Secretariat developed a tool which aims at tracking and facilitating prompt and efficient response to country requests for technical support. This tool is based on the Secretariat intranet

and gathers all requests⁹ for technical assistance made by SUN Government Focal Points during SUN Country Network country calls, bilateral calls, written communication, or face to face meetings. The tool also enables to store all communications and documents related to the requests (official communication, terms of reference of support offered, and deliverables) and elaborate statistics. Network Facilitators were introduced to the tool in November 2016 and granted access.

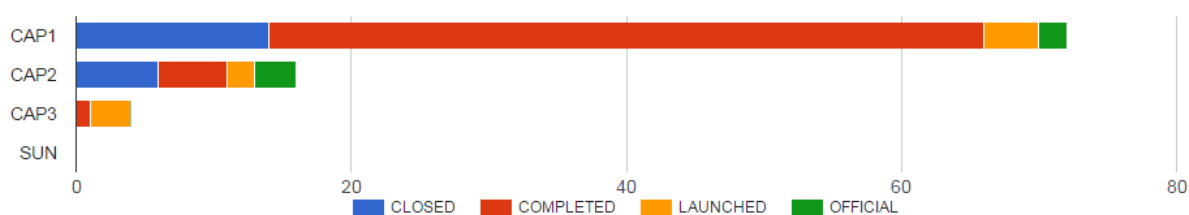
- The process of grouping requests from SUN Countries by the Secretariat stimulated the emergence of four main thematic streams. This led to the establishment of 'Communities of Practice' (CoP) as a mechanism for ensuring that support can more easily be accessed by countries and that best practices can be shared. The four Communities of Practices that emerged were:
 - 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*
- The SUN Communities of Practice have brought together 31 SUN countries as part of various regional workshops organised since August 2016, on public finances for nutrition (1 workshop in Africa, 1 in Asia), strengthening the contributions of civil society advocacy (1 workshop in West-Africa) and business (1 workshop in Asia) in nutrition. Countries also came together to advocate at key moments such as Woman Deliver 2016 and the World Health Assembly and strengthen synergies with Water and Sanitation actors.
- Finally, as community of practice expanded, so did the range of available support among the Secretariat and particularly, the policy advisors of the Country Liaison team. It is estimated that within their personal relations with countries, they also bring a combination of support, taking the form of coaching (35%), facilitation of exchanges on specific experiences unraveled by SUN countries (23%), facilitation of technical assistance (19%) or face to face learning (5%).
- Under the guidance of the Executive Committee, the Secretariat then convened and facilitated working groups largely based on the Communities of Practice to develop the complementary roadmap of the SUN Movement Strategy 2016-2020. The roadmap outlines four key areas where the SUN Movement will focus its efforts in the second phase. These four areas originated from the CoPs with the addition of a focus on equity, equality and non-discrimination.

Achievements against logframe indicators

- As of December 2016, 92 requests for technical 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 seen below :

⁹ 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.

	CLOSED	COMPLETED	LAUNCHED	OFFICIAL	Total
CAP1	14	52	4	2	72
1.1	5	11	0	0	16
1.2	0	8	1	0	9
1.3	1	0	0	0	1
1.4	0	2	1	0	3
CAP2	6	5	2	3	16
2.1	1	0	0	0	1
2.2	2	2	1	1	6
2.3	1	0	0	0	1
CAP3	0	1	3	0	4
3.1	0	0	0	0	0
3.2	0	0	1	1	2
3.3	0	0	0	0	0
SUN	0	0	0	0	0
Total	20	58	9	5	92



- The majority of the requests for technical assistance fell under the themes of planning (78%), functional capacities (18%) and social mobilisation, advocacy and communications (4%). Requests identified as official are the ones where a provider is being sought; Requests launched fall under the category of countries currently receiving support, completed are the ones where the support has been delivered while closed are the requests which have stopped half way through, for various reasons.

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

- The Capacity to Deliver 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.
- Criteria have been defined along with the Global Networks so that they can also contribute to the Capacity to Deliver tool by entering the requests they have which correspond to this Capacity to Deliver framework.
- 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 the convening workshops and assembles thematic consortia or networked resources. It is responsible for matching the requests with specific sources of response. Difficulties have arisen when countries submitted several requests for support without having the capacity to fully refine 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 and the members of the Community of Practise were increasing their capacity to respond to country needs.

- The Secretariat will support SUN Countries in 2014/2015/2016 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.

Continuously improving country planning and implementation to end malnutrition [see also Output 1.2]

The most significant pieces of work driven by the Secretariat's work to support SUN Countries to **Continuously improving country planning and implementation to end malnutrition has included the facilitation and roll-out of** methods to : estimate the costs of implementing actions to improve nutrition as well as for tracking domestic resources allocated for, and (wherever possible) spent on, nutrition. Finally, the Secretariat has helped to develop a checklist for the quality of national nutrition plans for SUN countries which proposes several criteria that can be used to assess an overall national nutrition plan or specific sub-sectoral and multi-sectoral plans.

Details of activities

- The Secretariat facilitated the analysis of national plans with support from external consultants (Maximising the Quality of Scaling Up Nutrition - MQSUN - a consortium of eight non-state organisations leading the field of nutrition) to estimate the overall costs of implementing concerted efforts for improved nutrition. It also facilitated links with MQSUN to provide technical assistance to countries that are in the process of developing their national costed plans. This includes helping countries to set feasible targets based on their current and projected capacity in terms of human resources, infrastructure and recurrent costs for supply and utilities.
- 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 the Movement's work on planning, costing, implementing and financing multi-sector actions for improved nutrition. Several follow-up discussions were hosted by the Secretariat 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 Secretariat with support from MQSUN created an online version of the tool used by MQSUN to aggregate and analyze the costed plans shared by countries. This tool is intended to help the users to identify by categories and or/by sectors interventions and activities that have been included in the national plans.
- The Secretariat 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.
- Working with an external consultant, the SUN Movement Secretariat proposed a 3-Step Approach to SUN Countries as the most practical way for countries to track trends on budget allocations. This approach, which was based on a common methodology approved by the SUN Donor Network in 2013 to track

global investments in nutrition¹⁰, was designed for countries to look at changes in budget allocations (and actual expenditures where possible) over time. It does not offer direct comparability of data across countries.

- In January 2015, 30 SUN Countries embarked on process to test this 3-step approach to report on nutrition relevant allocations. The SUN Movement Secretariat supported UNICEF four regional budget analysis workshops in April 2015 on behalf of the UN Network for the SUN Movement. The Asia workshop was held in Thailand, the English speaking African countries met in Uganda, French speaking countries convened in Côte d'Ivoire and Latin American countries met in Guatemala.
- In 2016, the SUN Movement's budget analysis work continued with several additional SUN countries joining the exercise. In the Movement's spirit of sharing and learning, this work benefited from the lessons and experiences in analyzing and using budget data from 2015.
- A country profile for each country with data from the budget analysis is available online. It builds on a standardised classification to ensure that the same type of information are presented across all countries that have shared their data. As of December 2016, 21 country profiles have been shared with countries and posted on the SUN Movement website.
- In 2016, the SUN Movement Secretariat collaborated with the SPRING project to document the different uses of finance data and how various stakeholders such as Governments and civil society and parliamentarians work with each other depending on the scope and expected goals. The documentation draws important lessons and, most significantly, shows the evolutionary nature of the budget analysis and the importance of institutionalizing the process at country level.
- A working group of experts, convened by the UN Network for Nutrition and the SUN Movement Secretariat developed a draft checklist for the quality of national nutrition plans for SUN countries during the summer of 2016. The draft has been shared with SUN Countries, especially those that are entering new planning cycles. A collaborative and iterative process will take place among interested Government Focal Points and their partners and the UN Network for Nutrition and the SUN Movement Secretariat, who will provide direct feedback and liaise with experts, as needed.

Achievements against logframe indicators

- Around 20 countries received support to finalize their cost estimates for national nutrition plans with the engagement of key sectors around a Common Results Framework. In addition, the OneHealth Costing Team organised 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.
 - The Secretariat facilitated the development of a Common Results Framework tool using the costing estimates developed by these 20 Countries. The [tool](#) is available on the SUN Movement Website

¹⁰ See 2014 SUN Movement Annual Progress Report

- Most countries that participated in the 3-step process for budget analysis made significant progress and their data was included in the 2015 Global Nutrition Report. The lessons and data shared by countries in this process was also used to inform global efforts to better appreciate the cost of tackling stunting, including a cost estimate presented to the Third International Conference on Financing for Development in July 2015 and an investment framework for tackling nutrition which was launched at the World Bank Spring Meetings in March 2016.
 - The Secretariat believes that this collective effort to find an agreed way of analysing nutrition spending within the SUN Movement will in time allow SUN Countries to report transparently on their nutrition investment situations. This will allow the SUN Movement as a whole to ensure that investments in nutrition are not just well accounted for but also directed to best effect.
- A [repository space in the SUN](#) website was developed to collate national plans, costed components, published national budgets and existing guidelines for planning and costing at sub-national level.
- The Checklist was shared and used in the 26th SUN Country Network Meeting that was conducted between 13-23 March with participation of 45 SUN Countries. It was particularly helpful to frame the discussion around the challenges and bottlenecks that are encountered by countries in their planning stage. The UN Network is following up with countries that are in the process of developing, implementing or reviewing their common results frameworks to see how they are using the Checklist and related tools and guidelines.

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

- Through discussions among national and global experts it became 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 relation to the budget analysis stream of work:

- The Secretariat has found that one of the challenges in conducting a budget analysis that seeks to account for nutrition-related budget line items is how to identify and assess personnel costs such as salaries, benefits and overheads. In general, it is understood that frontline workers in key sectors (health, agriculture & food systems, water supply, education and social protection) are the core of the human capital for nutrition. In some cases, personnel-related budget line items are disaggregated at the departmental or programme level and therefore, can be easily identified. However, in most cases, the associated personnel costs are presented at ministry-wide level and therefore, it is difficult to assign an appropriate weighting to the total allocation.
- 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 the Civil Society, Business and UN Networks on existing opportunities to map large investments from private funds especially in countries where these are significant.

Mobilising, advocating and communicating for impact (See Output 2.3)

[See [Output 2.3](#)]

Strengthening the capacity for multi-sectoral and multi-stakeholder collaboration at all levels

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. Throughout the first phase of the SUN Movement, SUN Countries increasingly expressed the need to optimise the functioning of these multi-stakeholder mechanisms for scaling up nutrition, and therefore the overall aim of area of work 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 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 the Comprehensive Africa Agriculture Development Programme (CAADP) processes in countries in Africa. Based on expression of interest by SUN Countries, a limited number of them will be supported by the New Partnership for Africa's Development (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 Corporation¹¹ 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:***
The SUN Movement has been guided by 10 [Principles of Engagement](#) which aim to ensure that the Movement is flexible while maintaining a common purpose and mutual accountability.

¹¹ Procasur Corporation is a global organization specialised 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](#).

In April 2013, the Bill and Melinda Gates Foundation provided support for the Global Social Observatory (GSO) – a Geneva based non-governmental organization, which specializes in encouraging multi-stakeholder dialogue – to provide an independent and neutral space for exploring the issue of conflict of interest in response to a concept note drafted by the Secretariat which captured the key concerned voices by SUN Government Focal Points and Networks.

Following an initial mapping of stakeholders and key issues, the GSO hosted three consultations throughout 2013 that involved participants from SUN Countries and all SUN Networks. Each consultation aimed to explore potential conflicts of interest within the SUN Movement and resulted in the development of a *Reference Note on Engaging in the SUN Movement: Preventing and Managing Conflicts of Interest*.

As described in Output 1.1, the Secretariat developed the SUN Movement Ethical Framework for individuals in the Movement to use as a guide to ethical behavior.

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, 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.
- **Conflict of Interest:** The Reference Note developed by GSO with support from the Secretariat 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 also worked with Every Woman, Every Child, the Global Partnership for Education, the Zero Hunger Challenge and Sanitation and Water for All to develop a ["partnerships playbook"](#) meant to guide partners in the attainment of the SDGs. This playbook was directly derived from the Movement's Principles of Engagement and was launched during the 71st Session of the UN General Assembly in September 2016 and officially endorsed by the Global Partnership for Effective Development Cooperation as a 'Global Partnership Initiative' during its [Second High Level Meeting](#) (HLM2) in November 2016.

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 \ in Indonesia (December 2014 and a global conference in early 2015 in Geneva.

These Enhanced Learning Exercise helped to:

- Bring together SUN Country Government Focal Points and partners to discuss their experiences in relation to preventing and managing conflict of interest;
- Assess how the Reference Note and Toolkit can be applied and used to support work in this area at country level;

The meetings were 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.

As described in Output 1.1, the SUN Movement Ethical Framework helps to ensure that space is provided for aspects of transparency and accountability of the Movement's stewardship arrangements and support system, so that they can be easily assessed by those inside and outside of the Movement. The Ethical Framework requires the public availability of the following items: Terms of Reference of the SUN Movement Coordinator, Executive Committee and Lead Group; details on the process of nominating members of the SUN Movement Executive Committee and Lead Group as well as details on the appointment of the SUN Movement Coordinator; biographies of SUN Movement Coordinator, Executive Committee and Lead Group; minutes from meetings of the SUN Movement Lead Group and Executive Committee; a signed SUN Movement Code of Conduct from the SUN Movement Coordinator and each member of the Executive Committee. Each member of the SUN Movement Executive Committee also completes a Declaration of Interest. These are held by the Director of the SUN Movement Secretariat in a register of interests and is updated as needed, with yearly reviews. More information can be found [here](#) on the SUN Movement website.

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

- 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. However, the Secretariat has not had the opportunity or resources to explore any further exercises.
- **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 Conflict of Interest Reference Note and Toolkit and appreciate country specific initiatives on conflict of interest.

Details of activities

- The Secretariat organised the 21st series of SUN Country teleconferences on the topic of Equity and Gender
- As a follow-up from the call, the Secretariat produced the In-Practice Brief: Empowering Women and Girls to Improve Nutrition – Building a Sisterhood of Success.
- The Secretariat prepared the incoming SUN Movement Coordinator, Ms Gerda Verburg, to make her first public appearance before she officially started, at the Women Deliver Conference in Copenhagen in May 2016. Within the same spirit, the SUN Movement Secretariat co-founded the Deliver for Good campaign meant to look at the SDGs through a gender lens, with Women Deliver and a range of other partners: This campaign was officially launched at the Women Deliver Conference.

Achievements against logframe indicators

- The 21st series of Country teleconferences on equity and gender shed light on some key issues that the Secretariat was able to convey to the Lead Group and supporters in the Movement to help refine the channels and types of support for SUN Countries. This issues included:
 - Women's education and behaviour change and communication are key. But it is critical to include men in nutrition education, child feeding sessions and support groups. Support the development of comprehensive behaviour change plans and the integration of a gender lens within the national nutrition plans and strategies.
 - It is key to work with the industry and employers to reduce gender gaps in salaries.
 - There are challenges in law enforcement and the implementation of some reforms like women's access to land and access to education. The involvement of the community at the early stage is crucial for reforms.
 - Getting information and disaggregated data from decentralised levels is challenging.
 - Sharing more evidence is crucial – in particular on high impact nutrition interventions for adolescent girls.
 - Identify tools for better situational analysis and strengthen monitoring and evaluation frameworks with proper indicators and disaggregated data.
 - Advocating for strong political commitments and the adoption of pro-women legislation.
 - Building capacity at district and provincial levels.
- The launch of the In-Practice Brief on Women and Girls Empowerment to Improve Nutrition by the SUN Movement Coordinator at the 2016 Women Deliver Conference in Copenhagen benefited from an audience of over 6,000 people from 169 countries. It was the largest gathering on girls' and women's health and rights in the last decade and one of the first major global conferences following the launch of the Sustainable Development Goals (SDGs).

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

- The SUN Movement's members are committed to tracking the inequity drivers of malnutrition common to all countries and ensuring equality and non-discrimination for all. This can be related to gender roles or social, ethnic, religious, economic, geographic circumstances. These drivers are likely to be exacerbated by protracted crisis and climate change, among many others. Recognising that there will be no sustainable improvements in nutrition unless women and girls are empowered as agents of change, the Secretariat has been working to ensure they are at the heart of all of the Movement's efforts.

Output 2.2: Track progress in SUN Countries

Teleconferences and meetings

Details of activities

- By the end of 2016, the SUN Movement Secretariat had organised 25 series of teleconferences with SUN Government Focal Points and multi stakeholder platforms (grouped per geographic areas or language: Francophone/Anglophone/Hispanophone/Asian countries).
- During SUN Country teleconferences, SUN Government Focal Points are asked to share progresses, achievements, news, challenges, difficulties, concerns and needs related to national efforts for scaling up nutrition. The Secretariat also use the calls to discuss with countries on specific nutrition issues, brief participants on global and regional events, as well as inform them on the conclusions of conference calls with SUN Network Facilitators and Lead Group meetings.
- In June 2016, three teleconferences were chaired by the SUN Movement Secretariat in response to the El Niño weather phenomenon. The teleconferences provided an opportunity for SUN Countries and their partners dealing with the impact of El Niño to exchange experiences on how they are mobilising stakeholders across sectors to ensure nutritional needs are being met.

Achievements against logframe indicators

- The [summary notes](#) of all teleconferences with SUN Countries since 2013 are available on the SUN Movement website.
- Participation of countries in the teleconferences has increased in number, diversity and quality over the years. The increase is not just in relation to the number of countries but also the number of individuals joining on behalf of each country. 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.
- 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).
- The experiences captured during the three teleconferences related to the impact of El Niño were shared with United Nations Special Envoys on El Niño and Climate, Ms. Mary Robinson and Ambassador Macharia Kamau, for advocacy and resource mobilisation purposes.

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. However as the size of the Movement grows, it is becoming increasingly challenging to organise, prepare and meaningfully engage all actors who attend the teleconferences. In 2017 the Secretariat will explore options to improve this vital channel for tracking progress and sharing and learning experiences across the Movement.

Four Processes

Details of activities

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

Achievements against logframe indicators

- Results of country progress as assessed using the M&E framework vary from country to country. Most countries are advanced in setting up multi-stakeholder platforms for scaling up nutrition and in developing a policy framework for scaling up nutrition. Some, however, are less advanced in developing multi-sectoral common results frameworks for nutrition and developing systems to track financial investments for scaling up nutrition. Indeed it is easier to advance in process 3 and 4 when there has been progress in implementing process 1 and 2. Progress of specific countries is set out in the Country Profiles of the Annual SUN Movement Progress Reports.
- 2013
 - As reported in the 2013 SUN Movement Annual Progress Report, 17 SUN Countries reported having elements of the multi-stakeholder platforms in place. 37 focal points were nominated; 11 situated in government bodies with executive power and 20 within line ministries with responsibility for nutrition; six were part of an independent body. Development partner conveners were nominated in 25 countries. 17 national civil society alliances had been established with the involvement of 400 organisations. In four countries, collaborative efforts of Members of Parliament were helping to raise awareness and sustain political commitment to nutrition across key sectors of government.
 - 21 SUN Countries reported that they were making progress in aligning different stakeholders' programmes to national priorities as part of an effort to establish common results frameworks for nutrition.
 - 20 SUN Countries had begun to analyse the cost of their national nutrition plans and four countries had finalised this exercise.
 - 10 Countries reported improved use of monitoring systems to oversee implementation in line with their national nutrition plans.
- 2014
 - 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.¹² 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 estimated¹³ they are incorporated into national and sub-national budgetary processes¹⁴ [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.
- In 2015,
 - 49 SUN countries have established platforms that bring together different sectors of government along with other stakeholders. 27 MSPs are situated in high-level bodies, with 14 at the Prime Ministerial level, 5 at the Vice-Presidential Level and 1 is an independent body. 13 are in key ministries including 11 in the Ministry of Health and 2 in the Ministry of Agriculture. 5 MSPs are in cross-cutting ministries including 3 in the Ministry of Planning and 2 in the Ministry of Development. A further 4 are based in independent bodies. 28 MSPs are assisted by a Secretariat. 22 countries have established MSPs at the district level, and 10 more countries are in the process of doing so. As of July 2015, 53 SUN Government Focal Points have been nominated from a total of 55 SUN Countries, including 19 who are high level, 26 from the Ministry of Health, 2 from the Ministry of Agriculture, 6 from cross-cutting ministries
 - 25 countries are now reporting they are engaging parliamentarians, Development partner conveners have been nominated in 37 countries (a bilateral donor, the World Bank or both).
 - At least 39 countries have established Civil Society Alliances which are actively contributing. 25 countries involve senior scientists in their MSPs. Businesses are

¹² REACH support is being negotiated in 6 more countries.

¹³ Countries that have developed guidelines for national and decentralised budget allocation include amongst others Tanzania, Indonesia and Guatemala,

¹⁴ Cost itemization in the national plans can differ significantly from the one in the budget formulation, posing significant challenges in tracking budget execution.

engaged in the platforms of 29 countries while 10 countries have established business networks. UN REACH are providing support to seventeen countries.

- 30 countries report they have a common results framework. 22 SUN Countries have developed frameworks for monitoring progress in implementation.
- 30 countries have participated in the budget analysis work supported by the Secretariat

- 2016

- 49 countries reported an active Multi-Stakeholder Platform (MSP) at the national level. In 26 countries, these platforms also work at sub-national levels, supporting local actions and implementation. 29 MSPs now include private sector representatives, acknowledging their contribution to the food sector, but also increasingly with innovation in the mobile and digital communications field. 23 countries have established or are establishing national SUN Business Networks. A further 10 have requested support to establish national networks. Over 250 companies are involved with the potential to reach 166 million consumers with nutritious goods and services, each year, by 2020.
- 39 countries reported the existence of a Civil Society Alliance, with over 2,000 international and national non-government organisations advocating for improved nutrition and implementing nutrition actions across a range of sectors at national and sub-national levels.
- 57 countries established UN Networks with nominated UN Network Nutrition Focal Points. 35 countries have appointed UN Network Chairs. REACH (Renewed Efforts Against Child Hunger and Undernutrition), was actively engaged during the reporting period in 17 countries.
- 28 countries appointed donor convener who is responsible for the harmonisation and alignment of donor support behind government-led nutrition plans.
- 30 MSPs were actively working with scientists and academics to better support evidence-based decision-making and improve coordination between government and research institutions.
- 25 MSPs were leveraging the budgetary, legislative and political powers of parliamentarians – helping to cement nutrition as a national priority. 13 MSPs were working with the media to spearhead nutrition awareness as part of behaviour change communication campaigns, and through advocacy to increase the salience of nutrition as a political priority.
- 44 SUN Countries put in place some form of legal measure related to the International Code of Marketing of Breast-milk Substitutes. Out of which, 20 SUN Countries had comprehensive legislation or regulations reflecting all or most provisions of the Code. 42 countries had legislation on universal salt iodisation, 46 countries had legislation on mandatory flour fortification, 18 countries had a high level of constitutional protection of the right to food and 22 countries had a minimum of 14 weeks' fully paid maternity leave. 20 SUN Countries had social mobilisation, advocacy and communication strategies in place with a further 3 countries developing theirs.
- 27 SUN Countries reported that they had a national common results framework in place. 9 more were in the process of developing or updating them. 25 countries had developed action plans to achieve the goals set out in their common results frameworks (CRF). 20 had a monitoring and evaluation framework with a further 6 under development. 18 were fully costed, with a further 8 were in the process of being costed.
- 43 countries took part in an exercise supported by the Secretariat tracking public

financial allocations for nutrition with 16 who have an appreciation for the gaps that need to be filled. 19 countries report that in-country donors have aligned behind the national reporting of this information

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

- Multi-stakeholder and multi-sectoral approaches are at the core of the SUN Movement. In the first phase of the Movement (2012-2015), the emphasis was placed on the creation of enabling environments for nutrition with a focus on advocacy, building partnerships and calling for commitments. The second phase of the Movement (2016-2020) will look at the effectiveness of these multi-stakeholder platforms in bringing required transformations in terms of finance, implementation and results. One of the main challenges will be to reconcile the use of quantitative and qualitative information to provide a credible overview for each country. This will be addressed through the establishment and use of the SUN Movement Monitoring, Evaluation, Accountability and Learning (MEAL) system.

Output 2.3: Empower Stakeholder Advocacy and Communications

Mobilising, advocating and communicating for impact

This area of work seeks to harness the immense Social Mobilisation, Advocacy and Communications (SMAC) efforts for improved nutrition, that are happening across the SUN Movement. From advocating at the highest political levels, to working with nutrition champions, the media and harnessing the power of communication at the community levels, this areas of work aims to:

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

Comprehensive strategies for SMAC have been established in 20 SUN Movement countries. Parliamentarians have been actively advocating for scaling up nutrition (including setting up networks with specific advocacy objectives) in 29 countries. Country-specific advocacy tools have been developed within 15 countries to raise senior decision makers' awareness about nutrition (including PROFILES, the Cost of Hunger in Africa and the RENEW tool). In 15 UN REACH countries, common narratives, indicator dashboards and nutrition situation analysis presentations have been created at national and decentralised levels.

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

Details of activities

- As part of the 2015 SUN Budget analysis exercise, each of the four regional workshops, had a strong advocacy and communication component included. The utility of the exercise was stressed and key champions were nominated in each workshop to discuss how the exercise can inform country advocacy efforts. Journalists, parliamentarians and advocates from civil society helped to bridge the technical nature of the exercise, with its public relevance.
- The Secretariat has started to map actions, gaps and requirements in all SUN Countries through information gained from SUN Country calls. In addition, more in-depth information has been obtained from countries contributing to one of the Scaling Up Nutrition in Practice briefs and through the mapping of SMAC in African countries in preparation for a workshop for SMAC organised in Tanzania in September 2014.
- A number of international non-governmental organisations and agencies that specialize in supporting countries in advocacy and communication for development have been identified by the Secretariat. These agencies are providing technical expertise and resources to respond to countries' requests for different forms of SMAC support. They include Action Contre la Faim (Action Against Hunger), Action, Alive & Thrive, GMMB, PATH, UN REACH, UNICEF, Weber Shandwick and M&C Saatchi.
- The Secretariat has begun to match up requests for support with agencies able to provide the requisite resources.
- The Secretariat, working with the Emergency Nutrition Network (ENN) has set up an online discussion forum for SUN Movement priorities utilising the existing platform EN Net. As of November 2015, it was providing a forum, where multiple stakeholders from the Movement can pose queries relating to social mobilisation, advocacy and communication.
- A consultancy was undertaken by PATH to help further define operating principles for a Community of Practice related to social mobilisation, advocacy and communication. Recommendations were made, a concept note created and a "call for membership" was sent to SUN Movement actors in July 2015. 22 SUN Countries have responded along with a broad cross section of UN, civil society, donor, academic and business actors who are ready to pro-actively engage in sharing lessons learned from advocacy and communication efforts. This group was instrumental in shaping the work stream related to mobilising, advocating and communicating for impact in the SUN Movement Strategy and Roadmap for 2016-2020.
- A comprehensive mapping of institutional and country level SMAC resources has been undertaken to provide the basis for a SMAC 'Knowledge Repository' on the SUN Movement website and act as a comprehensive stock take on efforts to date which can be re-used amongst SUN Countries.
- The SUN Movement Secretariat has been closely involved with the development of a new narrative for nutrition, led by M & C Saatchi and Webber Shandwick, supported by CIFF and the Bill and Melinda Gates Foundation. Many SUN Countries' communication efforts are currently benefiting from this initiative which is helping to satisfy countries' requests for impactful tools, tailored to local contexts.

Achievements against logframe indicators

- The Secretariat recruited a consultant who 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 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.
- As of 30 September 2014 the Secretariat received requests for support from countries, ranging from development or finalization of national SMAC strategies for nutrition to assistance in developing materials or tools and SMAC training for raising awareness about the importance of nutrition at household level. In total 33 requests from SUN Countries¹⁵ Requests from 9 of these countries have now been fully resolved while 7 countries have been matched with sources of support. Three countries are still articulating the exact details of their requests. The remaining 12 requests are pending and require more follow up.
- The Secretariat finalised Brief 3 on Scaling Up Nutrition in Practice: Social mobilisation, advocacy and communication in July 2014 with articles from six countries (Bangladesh, 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 has agreed 'offers of service' with two organisations (Alive & Thrive and GMMB) setting out the kinds of SMAC support that they are able to provide to countries. GMMB has provided technical support to Mozambique, Zambia and the Global SUN Civil Society Network, while Alive & Thrive continues to provide social and behaviour change communication support to Nigeria, Burkina Faso, Namibia, Myanmar, Philipinnes and Lao PDR
- The Secretariat supported the organization of a workshop supporting SUN Civil Society Alliances in Africa. On 29 May 2015, the East Africa launch of the Global Nutrition Report (GNR) was hosted in Dar es Salaam by the SUN Civil Society Networks of Tanzania, Kenya, Uganda, Ethiopia, Burundi, and Rwanda, along with the Kenya Aids NGOs Consortium (KANCO) and ACTION. They brought advocates together from six countries with active SUN Networks, and similar nutrition profiles, to highlight shared challenges and successes in working to defeat malnutrition in the region. The roundtable focused on advocating for increased commitment and accountability for nutrition. It was followed by a capacity building for civil society nutrition champions to undertake extensive media training and hone their skills as nutrition influencers. On 15 June, Civil Society Alliances from Benin, Guinea, Senegal, Niger, Mauritania, Burkina Faso, Mali, Côte d'Ivoire, Togo, Chad, Cameroon and Liberia, came together in Dakar, Senegal to for a three-day Advocacy Training followed

¹⁵ 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

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

- The 2015 SUN Global Gathering featured 4 social mobilisation, advocacy and communication sessions, moderated by key contributors from the SUN Movement, which aimed to synthesize and share SUN Country experiences and help determine a way forward for the SMAC Community of Practice. The sessions advanced the Advocacy and Communication Strategies of 7 countries, provided tailored coaching on Social and Behaviour Change tactics and tools, helped encourage country collaboration with parliamentarians and trained over 100 stakeholders on tools and strategies for engaging the media.
- In September 2016, a high-level advocacy event was held with Every Woman, Every Child, Sanitation and Water for All, the Global Partnership for Education and the Zero Hunger Challenge entitled Together for the 2030 Agenda during the high level week of the UN General Assembly. It was an important opportunity to showcase advocacy linkages between the different partnerships and highlight the central importance of multi-stakeholder working for the achievement of the Sustainable Development Goals.
- Also during the high level week of the UNGA, a public event launched the SUN Movement Strategy and Roadmap. The event, entitled 'from inspiration to action' was livestreamed to SUN Countries.

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

- The SUNACT functions were incorporated into the concept note for the SMAC Community of Practice which then evolved into the working group for mobilising, advocating and communicating for impact. Therefore activity (m) 'SUN ACT Meetings convened' related to Output 2.3 have been slightly modified as meetings were organised to reflect the membership and scope this evolving area of work. The Community has since evolved into three distinct working groups focusing on parliamentary engagement, media and communications and engaging and supporting nutrition champions.
- 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 remains a challenge. It involves 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 decentralised levels.
- The SUN Movement website will continue to feature a variety of SUN Country SMAC strategies and action plans, a comprehensive SMAC tool repository from stakeholders across the Movement, innovative tools and experiences from other sectors which have supported social change, case studies developed from SUN

Country experiences on SMAC efforts having impact and interactive blogs to facilitate sharing of approaches.

- The SUN Movement Secretariat will prioritize actions to ensure that it can facilitate support and advice on:
 - the development of SMAC strategies and actions to support evidence based advocacy;
 - the development of social and behaviour change communication strategies;
 - message development and appropriate delivery channels;
 - capacity building for nutrition champions;
 - the development of tools, events and resources in support of national plans and support the development of SMAC research based on gaps identified with national stakeholders.
- The SUN Movement Secretariat will also seek to:
 - expand the number of service providers with the flexibility to respond to country requests.
 - Increase access to learning experiences via webinars and other exchange platforms on specific topics.
 - Support the preparation and facilitation of workshops that provide opportunities to share SMAC skills and expertise
 - Facilitate south-to-south learning exchanges organised by service providers for SUN Countries to better share approaches.
 - Ramp up its support for ensuring advocacy and communication efforts are clear, urgent and compelling to sustain momentum at political levels and to illustrate nutrition as a fundamental issue of life and future wellbeing – for all.
- The impactful roles that nutrition champions play, both as advocates and coaches with valuable experience to share, has become increasingly clear. At the end of 2016 and throughout 2017, the Secretariat is increasing its focus on motivating, resourcing and engaging these individuals to help cultivate a strong cadre of champions who can maintain commitment and energy throughout SUN Countries.

Result Area 3

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

Support for the 57 SUN Countries and the Indian States of Maharashtra, Jharkhand and Uttar Pradesh has been organised around four SUN Networks: donors, civil society, the UN System and business. The SUN Networks have formed an integrated part of the SUN Movement. Just as membership of the Movement encouraged behavioural change in countries, it also promoted changes in the behaviour of actors from within the SUN Networks.

Each network has operated at two levels – global and country – and sought to ensure that its members were able to 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 supported 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 have coordinated internally and aligned individual and collective policies and actions behind national nutrition plans. When the stakeholders participated in the national multi-stakeholder platforms, an agreed country-level convener acted as a point of contact with government for the network.

At the global level, each network has offered a forum for its members to coordinate in ways that ensured that governments, and their own participants at country level, worked together to deliver on government-led national nutrition plans. The main purpose of the networks at global level has been to coordinate and align global policies and programmes in ways that support countries' efforts to scale up nutrition as well as to foster sharing and learning amongst its members. 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 have worked 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 has remained 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.

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 action towards the achievement of the ambitions set out in the SUN Movement Strategy and Roadmap for 2016-2020.

The most significant achievements in this area include 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 through regular interaction, support and participation by the Secretariat in Network planning, meetings and virtual discussions. While the success of each Network relies on its membership and own autonomous stewardship, the Secretariat has been encouraged to see progress across each SUN Network including an expansion in the membership of all Networks as well as efforts by all to align their work plans to the SUN Movement Strategy and Roadmap for 2016-2020. The Networks have also reported many impressive advances which include: an increase in the number of donor convenors identified across SUN Countries (from 25 in 2013 to 39 in 2016); significant support to SUN Countries through donor-led mechanisms including MQSUN, SPRING as well as intensified UN REACH support; the engagement of over 2,000 civil society organisations in over 39 countries engaged in numerous advocacy and coordination initiatives at all levels in support of the implementation of national nutrition plans, significant technical support from an increasing number of UN agencies in SUN

Countries; the release of the UN Global Nutrition Agenda v1.0 which set out to stimulate dialogue among UN agencies at all levels on how best to align their activities, given their specific mandates and resources; the establishment of UN Networks for Nutrition in every SUN Country as well as the establishment of SUN Business Networks established in 13 SUN countries (and 10 further SUN countries with a process underway).

The Secretariat has also played an instrumental role in helping to ensure the USD 10 million deposited by donors into the SUN Movement Multi-Partner Trust Fund (MPTF) were efficiently dispersed across the fund's three windows. These funds helped to resource the 'Learning Route' pilot programme (See Output 2.1), support to 24 national Civil Society Alliances as well as the Global SUN Civil Society Alliance; the development of the Movement's Monitoring and Evaluation Framework (See Output 1.3) and an independent evaluation of the MPTF.

Support for SUN Countries rest strongly on the efforts of the Secretariat to facilitate communication, learning and engagement across the Movement. Some of the most notable efforts of the Secretariat in this area include: regular production, updating, translation, printing and dissemination of brochures, briefs, PowerPoint presentations and bumper stickers; a dynamic and accessible SUN Movement website custom translated into three languages; progressive increases in social media presence and a growing readership of the SUN Movement monthly newsletter.

Two of the hallmark features of the Movement led by the Secretariat include the production, translation and dissemination of the SUN Movement Annual Progress Reports and the SUN Movement Global Gatherings. These reports and face-to-face signature meetings offer the opportunities for all those who are committed to the SUN Movement to showcase their progress, articulate their challenges and build on the unique and invaluable network of experts, experience and leadership that has been built across the SUN Movement. The Secretariat has also played a pivotal support role to develop the Global Nutrition Reports in 2014, 2015 and 2016 which has become recognised as one of the most authoritative sources of information regarding progress on nutrition in recent years.

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 has regularly organised teleconferences and face-to-face meetings between the SUN Network Facilitators. The Network Facilitators meetings focussed on exchanging information and on ensuring a thorough understanding by Network Facilitators of country needs, including how Networks can contribute through the initial Communities of Practice and later through the working groups developed to support the visioning of the second phase of the Movement. The SUN Movement Secretariat prepared detailed background materials for the Network Facilitators Meetings related to the focus of the discussion. The SUN Movement Secretariat proposed an agenda and prepared the minutes of the discussions, which were shared with the Network Facilitators, translated in French and Spanish and uploaded on the [website](#).
- In 2015 and 2016, the Network Facilitators meetings focused on exchanging information, building greater alignment and several rounds of internal reflection inspired by the ICE evaluation and consultation during the development of the draft SUN Movement Strategy for 2016-2020.
- The Secretariat participates in meetings and calls organised by SUN Networks.
- The Secretariat maintained on-going, informal contact with SUN Network Facilitators on an individual basis via monthly calls (three calls took place as of June 2013).

- The Secretariat maintained contact with individual networks to ensure that their activities are reflected in the website content.
- All SUN Network Facilitators and other Network representatives actively participated in the SUN Global Gatherings in New York (September 2013), Rome (2014) and Milan (2015) where they led individual sessions on issues of interest to SUN Countries [see Activity 3.2].

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, preparations for the SUN Movement Global Gatherings as well as the ICE and visioning of the second phase of the Movement. 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 have developed their own strategies and workplans which are aligned to the SUN Movement Strategy and Roadmap for 2016-2020.
- 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

- While the SUN Independent Comprehensive Evaluation and the process to pull together the draft Strategy of the SUN Movement 2016-2020 have helped to improve collective working methods, the Networks noted a significant strain in terms of both their energy and time.
- As the Networks align their work behind Strategy and Roadmap for 2016-2020, enhanced collaboration between the Secretariat and Networks is envisioned.

[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 also provided background material for the “SUN Donor Senior Officials Meeting” (in Rome in November 2014 and in Washington on 16 April 2015) as well as the Senior Donor Officials Meeting in November 2016 in Geneva.
- 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 years, 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 in 2017.
- There are now 39 SUN Countries with donor convenors, ten of which the convening role is undertaken by the United Nations. This represents an improvement on the situation in 2014 (when there were 31) and 2013 (when there less than 25). A country case study was initiated in 2014 to find out more about the needs and challenges of the donor convening role. The Donor Network wants to improve communication between the global level agencies and respective donors in countries by developing practical guidance on the role of the convener while extending these roles to other development partners.
- The Network has provided 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). This was published in the 2014 SUN Movement Annual Progress Report.
- At the global level, the Donor Network has worked to ensure that nutrition remained a key development priority in international forums, that more resources were committed for nutrition and that donor approaches to nutrition were better harmonised. In line with this, some donors have revised their nutrition strategies (e.g. United States, European Commission, the Children's Investment Fund Foundation and the Bill and Melinda Gates Foundation), and some have developed action plans as well as introduced special initiatives including; Nutrition Japan which was launched to encourage private sector development, Germany's establishment of a special initiative to combat hunger and advance nutrition (OneWorld – No Hunger) and the EC's launch of the European Food and Nutrition Action Plan 2015-2021.
- Financing for nutrition has been a priority for the Donor Network. Donors provided the required funds to the SUN Movement Secretariat to facilitate its operations. Other notable financing initiatives over 2014-2015 include the Power of Nutrition, launched by CIFF, the Union Bank of Switzerland Optimus Foundation and the United Kingdom's Department for International Development in partnership with the World Bank and UNICEF, aiming to raise USD 1 billion from public and private funds to reduce undernutrition, enabling countries to build strong and prosperous communities and futures. The Bill & Melinda Gates Foundation also announced a new \$776 million investment in nutrition to tackle child mortality and help all women and children survive and thrive.
- The Network commissioned an evaluation of the SUN Multi-Partner Trust Fund to help inform subsequent potential financing arrangements under the next phase of the SUN Movement (2016-2020). The conclusions of this evaluation (see Output 3.3) recommends some reforms and streamlining of the operational mechanism of the donor's pooled fund. The Secretariat developed and shared draft Terms of Reference for a revised pooled fund with the Donor Network but in order for the pooled fund to function effectively and adequately cover overhead and running costs, a minimum amount of US\$ 5 million per year is recommended by the United Nations Multi-Partner Trust Fund Office. At the end of 2016, only 3 donors (DFID US\$ 1.0 million, Switzerland US\$ 1.0 million, Ireland US\$ 750.00 all per annum) had committed to pay into the pooled fund, which adds up to just under US\$ 3 Mio.
- The Senior Donor Officials of the SUN Movement recognise the need to engage and work on broadening the membership of the network by approaching new donors who are engaged in nutrition as well as to better understand how to stronger engage with the private sector, not just as funders. They also recognized the need to integrate nutrition into sectors and partners

(including the Global Financing Facility and the Global Agriculture and Food Security Program) that are traditionally not working on nutrition, particularly with countries' finance ministers (with help from the World Bank) as well as the need to give nutrition a higher priority within countries by moving focal points on nutrition into the prime minister offices.

- Resource tracking and accountability remains a key issue for the Donor Network, particularly, efforts to refine the SUN resource tracking methodology to help increase efficiency of the process and the accuracy of data. The Donor Network has agreed that more accurate work on the actual spending of donors on nutrition specific and sensitive programmes is required.
- Looking forward, the Donor Network wants to facilitate the implementation of the Good Nutrition Partnership Principles as agreed in Ottawa to ensure donor alignment at country level. This will involve strengthening the role of country donor conveners. It also seeks to initiate work on exchanging experiences on “nutrition sensitive good practices” from within the Donor Network. Besides the active involvement in the new SUN Movement governance and strategy development process, the Donor Network seeks to intensify cooperation with and funding possibilities for other SUN Networks
- At their meeting in November 2016, the Senior Donor Officials agreed that the mandate and role of Donor Conveners in SUN Countries need to be better defined and strengthened in implementation. Addressing this matter is part of the SUN Donor Network Strategy and will be a focus in 2017, starting with the review of the situation of existing donor conveners. It was further concluded that there is a need to establish a system where donor conveners can learn from each other, such as through joint calls clustered by regions and language. The Network also plans to develop a reporting system for donor conveners to provide updates on the situation in countries, where are the gaps and potentials which can be shared with other donors to gain a better overview and engage other donors at country level.

The Civil Society Network

Details of activities

- The Secretariat has maintained regular contact with the CSN Secretariat and has attended the monthly SUN Civil Society Network (CSN) Steering Group calls as well as face-to-face meetings when organised. The Secretariat also worked closely with the CSN Secretariat to streamline and prioritise its work plan in light of increasing demands for its support. The SUN Movement Secretariat supported the preparations and presented during the three day CSN Advocacy Training as well as a one day Regional Workshop in West Africa in 2015 (Senegal, 15-18 June).

Achievements against logframe indicators

- *Each year CSN membership steadily grew*, surging to over 2,000 civil society organisations in over 39 countries by 2016. Regional networks were also established, such as the formation of the Latin American Network which was initiated at the 2014 SUN Movement Global Gathering. Other regional Networks were being considered across Africa and Asia. The West Africa regional advocacy workshop for SUN CSAs organised by Action Contre La Faim, CSN and UNICEF in 2015 and a regional launch of the 2014 Global Nutrition Report in East Africa, have helped create clear milestones for regional collaboration in the year to come.
- SUN CSN Global Days of Action took place in 2013, 2014 and 2015 capture the energy of a vibrant and active civil society community with thousands of people participating in activities across many countries to raise the profile of nutrition – more details of these events can be

found on the SUN Movement website..

- SUN Civil Society Alliances (SUN CSAs) at country level engaged in numerous advocacy and coordination initiatives at all levels in support of the implementation of national nutrition plans, such as targeting key audiences and decision makers in national Ministries to international institutions.
- At the global level, the CSN contributed to shaping the outcomes of the Second International Conference on Nutrition (ICN2, November 2014) and actively coordinated common messaging with stakeholders to influence the targets and indicators of the Post-2015 Development Agenda. It is also provided support to national civil society alliances to ensure SUN Countries champion nutrition in the post-2015 framework discussions, including Niger, Mozambique, Malawi, Kenya, Zambia CSAs.
- Increasing alignment of efforts is critical for scaling up nutrition and extends beyond collective advocacy. SUN CSN members have reviewed their work plans to better support civil society efforts in SUN countries and worked to identify solutions for self -sustainability of national alliances. INGOs increasingly aligned the planned activities of their country offices to support the realisation of national plans and Common Results Frameworks as set out in the SUN CSN Strategy for 2016-2020.
- The sharing and learning integral to the SUN Movement was strengthened in 2015, in large part due to the CSN efforts to collect knowledge and best practices from national and international efforts, and facilitate exchanges between national members. These capacity building efforts and sharing of good practices are facilitated through guidance notes, an advocacy tool kit (published in late 2015), webinars, learning exchange visits, and the twinning exchange mechanism, was systematically used to respond to requests for support received by the CSN Secretariat. By 2015, 228 requests for support were received by the CSN Secretariat, 70% of which received the requested support and the remaining are in the process of being addressed.
- The CSN supported CSAs as they became established, providing support for challenges and conflict resolution as well as facilitating the access of funding. In addition to financial resources received through the Multi-Partner Trust Fund grant, the CSN benefits from a number of in-kind support from its members and supporters to enable these provisions.
- The Network (both through the Secretariat and as individual organisations) actively engaging in the initial SUN Movement Communities of Practice and later in the working groups that evolved to help shape the second phase of the SUN Movement. 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.
- As funding for many national Civil Society Alliances began to draw to close in 2016, uncertainty about their future became increasingly concerning. It is hoped that a reformed pooled fund for the SUN Movement Multi-Partner Trust Fund (MPTF) will be able to continue vital support to these alliances in 2017.

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

Achievements against logframe indicators

- In November 2014, the Food and Agriculture Organization (FAO), the World Health Organization (WHO), the United Nations Children's Fund (UNICEF), the International Fund for Agricultural Development (IFAD) and the World Food Programme (WFP) agreed that the UN REACH Partnership (Renewed Efforts Against Child Hunger and Nutrition) would serve as the UN coordinating and focal body on nutrition in SUN Countries. Since then, the UN REACH Secretariat also acted as the UN Network for SUN. The Standing Committee on Nutrition (UNSCN) focused on global level nutrition matters worldwide. While the membership of the UN Network for SUN currently includes the above mentioned agencies, other UN agencies engaged in nutrition at country level are encouraged to join the Network. Other agencies interested in nutrition are UN Office of the United Nations High Commissioner for Refugees (UNHCR) **High Commission for Refugees** (Rwanda), UN Development Programme (Bangladesh), UN Population Fund (Uganda) and the Joint United Nations Programme on HIV/AIDS in Tanzania.
- Through improving collaboration at country level, the contributions of global knowledge and setting of international standards for nutrition by the UN agencies is being operationalised. WHO and UNICEF collaborate on the maintenance and updating of global data for tracking the World Health Assembly targets and informing the Global Nutrition Report. WHO, UNICEF, FAO and others also worked together on the Global Monitoring Framework on Maternal, Infant and Young Child Nutrition.
- FAO, WFP, IFAD closely collaborate on harmonised tools and database platform for the tracking of the food-based food security indicators.
- The 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 convening of the Second International Conference on Nutrition (ICN2) in November 2014 in Rome, jointly by WHO and FAO, and in close collaboration with the other UN agencies, was another milestone setting event. Under the theme "Better Nutrition, Better Lives", member states endorsed the Rome Declaration on Nutrition and the Framework for Action, that outline commitments and recommendations to preventing malnutrition in all its forms, including hunger, micronutrient deficiencies and obesity. The Framework for Action recognises that

governments have the primary role and responsibility for addressing nutrition issues and challenges, in dialogue with a wide range of stakeholders.

- The elaboration of a joint UN position for greater accountability for nutrition in the Sustainable Development Goal Framework, led by the UN Standing Committee on Nutrition including the related advocacy efforts, is another strong example of global UN teamwork.
- In June 2015, the UN Standing Committee on Nutrition in collaboration with the UN Network for SUN organised a UN Regional Nutrition Meeting for Asia and the Pacific under the theme of Strengthening UN joint country support for improved nutrition programming. The meeting brought together 114 participants including members of the UN country teams from 15 countries, government representatives, civil society representatives, as well as regional UN staff and global partners including donors, UN agencies and the Secretariat.
- The UN Global Nutrition Agenda v1.0 was released in June 2015 to stimulate dialogue among UN agencies at all levels on how best to align their activities, given their specific mandates and resources, in the context of a changing global development system for the next five years. A shared vision, proposed outcomes, goals, outputs and activities aim to inform priority setting and work planning by agencies and interagency teams at global, regional and country levels to achieve this. Guided by the UN Global Nutrition Agenda, the UN Networks for SUN at country level are now engaged in identifying concrete actions to strengthen joint UN support for country's priorities in scaling up nutrition. These include conducting a joint UN inventory of nutrition actions, developing a joint UN country support strategy for nutrition and a joint UN common narrative.
- 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 has regularly engaged in the initial Communities of Practice as well as the working groups that helped to shape the SUN Movement Strategy and Roadmap for 2016-2020.
 - At global level, the UNN/REACH Secretariat:
 - developed the UN Network for SUN strategy (2016-2020) and accompanying M&E Framework, to guide UN collective action in nutrition
 - developed tools and guidance such as the Compendium of Actions for Nutrition , the Capacity Assessment Guidance Package, the Checklist for Good Quality Nutrition Plans, the UN Network Guidance Package on the UN Nutrition Inventory and UN Nutrition Agenda
 - At country level,
 - UNN, established in all SUN countries, carried out, with technical backstopping from the UNN/REACH secretariat, the UN Nutrition Inventory exercise (completed in 6 countries, on-going in 8 countries), the UN Nutrition Strategy (completed in 1 country), Inter-Agency Planning Retreats (in 6 countries), and joint programmes
 - REACH¹⁶ continued to play a prominent role to strengthen nutrition governance and UN coordination through neutral facilitation, analytical and capacity development support, being recognised as SUN 'boots on the ground'
 - UNNs, with REACH, provided technical assistance, including normative guidance, to support government capacities to scale-up nutrition in a more aligned and coordinated manner

¹⁶ REACH has provided support to 17 countries during the reporting period including: Ethiopia, Bangladesh, Ghana, Mali, Mozambique, Nepal, Rwanda, Tanzania, Uganda, Niger, Burundi, Chad, Burkina Faso, Haiti, Senegal, Myanmar and Guinea.

- The UNN, through REACH, helped conduct Stakeholder and Nutrition Action Mapping (in 10 countries), Multi-sectoral Nutrition Overview (in 8 countries) and Policy and Plan Overview (in 6 countries)
- National nutrition advocacy efforts were also supported including sensitization of Parliamentarian on nutrition, development of nutrition advocacy briefs, and identification of nutrition champions, among others
- REACH, along with other stakeholders, facilitated the development/review of national multi-sectoral nutrition action plans in 8 countries and policy formulation/review efforts in 5 countries. Efforts were also targeted to the establishment of implementation tracking mechanisms for multi-sectoral action plans and nutrition information systems and platforms
- National nutrition coordination structures were strengthened across all REACH countries

The Business Network

Details of activities

- The Secretariat has instituted monthly catch-up calls with the SUN Business Network (SBN) Manager with a view to understanding each other's priorities and areas for collaboration.
- The SUN Movement Secretariat participated in the SBN Steering Committee meetings, SBN Member meetings and SBN Country meetings, which have all taken place on a bi-monthly basis during the reporting period.
- The Secretariat supported the preparation of a high-level business breakfast for SUN at the United Nations General Assembly (September 2014); the preparation of a SBN Advisory Group meeting at the United Nations General Assembly (September 2015 and 2016) and at the Business Networking Event at the World Economic Forum (22 January 2015).
- The Secretariat supported the preparation of and assisted during the SBN East and Southern Africa workshop (10-12 June 2015).
- The Secretariat has also co-hosted the 17th Meeting of the SUN Country Networks with the SBN on the theme Business engagement in nutrition (March 2015).

Achievements against logframe indicators

- The Network's Advisory Group was established in March 2014 and brings together senior leaders from the private sector, the UN Network for Nutrition and the SUN Civil Society Network. Membership is comprised of multinationals, large national companies and small and medium enterprises from a range of SUN Countries.
- 13 countries have established SUN Business Networks
- 10 SUN Countries are building national SUN Business Networks in 2016 with support of the SBN global team
- 6 national SBNs have been supported to raise funds from national sources
- Established the first National SBN Investment Fund to catalyse new investments from national companies in nutritious goods and services, in Mozambique
- 32 SUN Countries have participated in SBN regional workshops in 2015 and identified priorities for business engagement
- Agricultural value chains, food fortification are the two top priorities for business engagement in SUN Countries
- Best practice guides and toolkits for engaging business have been developed for policy makers

- Over 300 companies have joined: 75% of which are national companies or Small and Medium Enterprises
- Global commitments from SBN members aim to reach 166 million consumers with improved nutrition across SUN countries, each year, by 2020. The Network worked closely with the 2014 Global Nutrition Report to track commitments from business for the first time. The Network's first tracking exercise focussed on the public commitments from 29 companies at the 2013 N4G Summit to develop a workforce nutrition policy. . In 2015, the no response rate was 35% for the commitments on non-workforce and 28% for commitments on the workforce while in 2016 the no response increased to 75% for the commitments on non-workforce and to 69% for the commitments on the workforce. The lack of response was mainly due to changes in the reporting time but also to the challenges faced having to provide substantial inputs on an annual report.
- 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 SBN has developed strategies for sustaining regional support to national networks in Asia and Africa
- The Network 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, and the Committee on World Food Security).

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 and to help prepare for the teleconferences by providing snapshots of their recent achievements to be shared with the country representatives.
- As part of the Secretariat's broader efforts to ensure countries receive the support they need, there have been periodic discussions with Network Facilitators to ensure that country requests and responses are coordinated. In order to support this, the Capacity to Deliver tool is accessible online to Network Facilitators/ [see Output 2.1].
- As part of the SUN Movement 2014 and 2015 M&E process the Secretariat surveyed all SUN Networks, through a self-assessment exercise, on their performance against the 'progress markers' included in the SUN Movement Monitoring and Evaluation Framework. In 2013, 2014 and 2015, each of the four SUN Global Networks completed a self-assessment through which their contribution to the Movement was assessed. The results of these self-assessments have contributed to the development of the networks' chapter of the SUN Movement 2013, 2014 and 2015 Annual Progress Report [see Output 3.4]. In 2016, while efforts were focused on developing the SUN Strategy and Roadmap 2016-20, Networks worked with the Secretariat to develop an overview of their contributions to the Movement's progress which was summarised in the SUN Movement Annual Progress Report. Going forward, SUN Networks will report on their activities and progress through the SUN Movement's MEAL, which currently under development.
- The Secretariat consulted the SUN Network Facilitators on the development of the SUN Movement 2013, 2014, 2015 and 2016 Annual Progress Report [see Output 3.4].

Achievements against logframe indicators

- SUN Network Facilitators have participated in 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 Networks played a pivotal role in helped the Secretariat to digest the recommendations of the ICE and facilitate a Movement-wide visioning exercise that shaped the second phase of the Movement, particularly through the drafting of the SUN Movement Strategy and Roadmap for 2016 2020.
- All SUN Network Facilitators actively engaged in preparations of the 2013 SUN Movement Global Gatherings in 2013 (New York) 2014 (Rome) and 2015 (Milano). In addition to supporting the preparations and supporting the participation of in-country actors, each Network provided experts to participate in both the plenaries and workshop 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 continues to maintain the tracking tool, which is now accessible online by Network Facilitators and experts supporting the Movement.
- From 2016, SUN Networks did not complete self-assessments. Instead, country level progress of networks was reported as part of the multi-sectoral platforms through the annual joint-assessment process. Global level progress of the networks was captured in the 2016 Annual SUN Movement Progress Report. The Monitoring, Evaluation, Accountability and Learning (MEAL) Framework for the second phase of the SUN Movement will aim to measure the added value of the SUN Networks in terms of the degree to which they are demand driven, able to facilitate sharing and learning, mobilise resources and advocate successfully for improved nutrition.

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

- The SUN Movement Secretariat supported the Management Committee of the SUN Movement Multi-Partner Trust Fund (MPTF) as its Technical Secretariat over the entire lifespan of the fund (March 2012 – December 2016). It supported the Management Committee in developing guidelines for the preparation and submission of proposals for approval by the Management Committee; in reviewing proposals submitted by requesting entities for consistency with agreed SUN Movement principles and MPTF criteria; in transmitting proposals to the Management Committee for their review and potential approval; and in assessing and compiling lessons-learned from the programme and initiatives supported. The Secretariat organised regular meetings of the SUN Movement MPTF Management Committee and maintained regular bilateral communication with the MPTF constituencies to ensure the most appropriate support was provided.
- In 2013, 2014, 2015 and 2016 the SUN Movement Secretariat worked closely with the MPTF Secretariat to produce three editions of the SUN Movement MPTF Annual Report. These reports featured progress of the projects which were awarded funding and also provided analyses of lessons learned whilst identifying challenges for the operation of the SUN Movement MPTF. They are available on the SUN Movement [website](#).
- Following the Management Committee's decision to extend the SUN Movement MPTF until 31 December 2016, the SUN Movement Secretariat worked with the MPTF Office and the Participating UN Organizations (PUNOs) to review those projects in need of a no-cost extension and time frame revision for the use of the funds through to 2016.

- Following the Management Committee's agreement to use funds available against Window III to commission an independent evaluation of the SUN Movement MPTF to take place in the second half of 2015, the SUN Movement Secretariat facilitated the preparation and launch of the evaluation including: the development (in collaboration with members of the Management Committee) and finalization of the Terms of Reference and recruitment of the evaluation team (Team Leader and a Support Expert) through UN Office for Project Services. The SUN Movement Secretariat provided support to the evaluation process by coordinating communication with stakeholders, gathering documents, providing day-to-day assistance to the evaluation team and reporting regularly to the Management Committee on the status of the evaluation.
- The SUN Movement Secretariat facilitated the process of compiling the Management Response to the evaluation. The main purpose of the Management Response was to offer a space for those participating in the SUN Movement MPTF to elaborate on and/or clarify the evaluation's findings, conclusions and recommendations.
- Following the finalization of the SUN Movement MPTF evaluation and its Management Response, a consultation process (visioning) to decide on the need, scope and stewardship arrangement of a future pooled within the SUN Movement took place in 2016. To support this process, the Secretariat convened a 'Visioning Group' made up of representatives of the Swiss Agency for Development and Cooperation, the United Kingdom's Department for International Development, Irish Aid, the Bill and Melinda Gates Foundation and all four of the SUN Movement Networks. The mandate of the Visioning Group was to identify the need for a possible future pooled fund supporting the strategy and roadmap of the SUN Movement in its second phase (2016 – 2020) and to define the purpose and scope, theory of change, functioning and governance arrangements of the new fund.

Achievements against logframe indicators

- Since 2012 donors contributed to the SUN Movement MPTF with a total deposit of USD 10,211,725 . As of December 2016 the SUN Movement MPTF disbursed USD 10,019,786 for 29 approved projects. This corresponds to approximately 100% of the total deposits.
- Three windows of the SUN Movement MPTF have helped to advance the objectives of the SUN Movement
 - Window I (USD 962,000) was utilised to support a pilot project (USD 642,000) led by PROCASUR to improve sharing and learning initiatives between national SUN multistakeholder platforms [see Output 2.1] and for a project (USD 320,000) in support to Planning, Costing, Implementing and Financing Multi-sectoral Actions for Improved Nutrition.
 - Window II (USD 7,606,115) provided financial support to civil society actors in 24 countries across Africa, Asia and Latin America. Support was also been granted to the SUN Civil Society Network Secretariat through Window II (USD 1,188,247). 87% of the total SUN Movement MPTF funding has been allocated under this window for civil society support, either on network or country specific projects..
 - Window III (USD 60,000) was used to support the development of the SUN Movement Monitoring and Evaluation (M&E) framework. It was used to fund the independent evaluation of the SUN Movement MPTF in 2015 and the Visioning process for a new pooled fund (USD 203,424).
- The SUN Movement Secretariat organised 12 meetings of the Management Committee over the entire implementation period of the SUN Movement MPTF where key advancements took place, including the approval of 28 proposals and of the evaluation of the fund.
- 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>

- ***About the evaluation of the SUN Movement MPTF***

The evaluation of the SUN Movement MPTF took place in the second half of 2015. The objectives of the SUN Movement MPTF evaluation covered two dimensions: 1) assess the performance of the MPTF in contributing to the Strategic Objectives of the SUN Movement (2012 – 2015), and 2) assess the need, and propose options for, any future catalytic, last resort fund within the SUN Movement (2016 – 2020). The final report and annexes of the evaluation of the SUN Movement MPTF were released in April 2016, translated in French and Spanish and made available on the SUN Movement [website](#). They were also shared with the Management Committee, SUN Networks, SUN countries and the Executive Committee during its face-to-face meeting in Rome in November 2016. The Management Response is also available on the SUN Movement [website](#).

The evaluation analysed the factors that determined the performance of the SUN Movement MPTF 28 funded projects giving due consideration to the extent in which the fund was adequate in relation to the catalytic, last resort funding needs of SUN Movement stakeholders. The evaluation assessed the role and work of the SUN Movement MPTF governance structures, the Management Committee and the SUN Movement Secretariat (in its role as MPTF technical secretariat) as well as the fund's administrative structures (the MPTF Office in its role as administrative agent; the PUNOs; and the Implementing Partners). The role and work of the Civil Society Network Secretariat was also evaluated.

The evaluation concluded that the MPTF funded projects made major contributions towards the Strategic Objectives of the SUN Movement (2012 – 2015) and that the SUN Movement MPTF had been effective in helping to catalyse and enhance engagement by various stakeholders in national nutrition processes. It could therefore be considered that the SUN Movement MPTF had “catalysed the catalysts.” The extent to which the MPTF has been a last resort source of funds was questioned. At least one of the case study findings proved that the MPTF was used as a first rather than last resort.

The performance analysis of the SUN Movement MPTF also concluded that thanks to these pooled fund resources, CSAs and the global SUN CSN Secretariat were supported in their efforts to raise awareness of the importance of addressing malnutrition, enhancement of multi-sectoral policies and political commitments to scale up actions. However, the implementation delays of projects caused, inter alia, by slow disbursements from PUNOs to CSOs Implementing Partners was a recurrent challenge mentioned by interviewed stakeholders. The support provided by the CSN Secretariat was highly valued; nevertheless, the evaluation team recommended the need to revise the model of the global CSN.

The evaluation also examined the need for a catalytic last resort fund by focusing on the areas requiring financial support to contribute to the objectives of the next phase of the SUN Movement 2016-2020. The evaluation concluded that CSAs and the global CSN Secretariat will need to continue to access at least 45% of their total funding needs over the next five years from donors at the global level both for start up and running costs. It was also concluded that last resort funds are needed to catalyse national SUN Business Networks, particularly to support the participation of local, small and medium enterprises in policy making, and to strengthen the national capabilities identified in the SUN Movement Strategy.

In terms of the governance arrangements, the evaluation recommended that the decision making body of a new pooled fund should remain within the SUN Movement architecture. Three options for the administration of a pooled fund were put forward by the evaluation team and these include: the MPTF Office; UN Office for Project Services and the New Venture Fund.

The Visioning Group met three times in 2016. They agreed on the need for a new pooled fund in the second phase of the Movement to support actions by national stakeholders to scale-up nutrition. For this it was agreed to reform the current SUN Movement MPTF, building upon its strengths and achievements so far and addressing its weaknesses

The reform process of the SUN Movement MPTF started in September 2016 with the recruitment of a technical consultant to develop and implement the reform of the SUN Movement MPTF – in consultation with the MPTF Office, the Visioning Group and the SUN Movement Secretariat. It was expected that a new fund could be ready to receive contributions before the end of 2016.

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

- A consultant to reform the MPTF came on board to propose options in 2016. However, due to the limited financial resources available (USD 3 million) to meet the minimum level of financial resources needed (USD 5 million) for the fund to become operational through the previous UN MPTF channel, the whole process of reform was put on hold in December 2016.
- Given resource constraints, and challenges in finding a UN agency willing to act as the PUNO in a reformed SUN Movement pooled fund, donors requested the Secretariat to explore an alternative hosting route with UN Office for Project Services as theyS was the only Participating UN Organisation that expressed willingness and readiness to play this role during the evaluation. Depending on the outcomes of the negotiation with the UN Office for Project Services, it is hoped that the new fund can be operational and ready to launch the first call for proposals by end of 2017.
- Donors also agreed that in view of the existing available resources, any future pooled fund will focus on one primary area of work (Window I) which will be “strengthening participation by in-country non-state stakeholders (civil society, private sector actors, academics, and journalists, among others) and parliamentarians in national multi-stakeholder platforms to implement scale up nutrition plans”. A second window, which was been developed as part of the reform proposal exercise, aims at “increasing effective sharing and learning opportunities within the SUN Movement to reinforce in-country capabilities of all SUN Countries”. The possibility of funding this window will be reopened if more resources are made available. Additionally, further consideration could be given to support the funding of the Secretariats of the SUN Networks if more resources are made available.

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 good practices.
- SUN Movement, brochures, briefs, PowerPoint presentations and bumper stickers were produced, updated, translated, printed and made available on the website as well as delivered to SUN Country multi-stakeholder platforms, SUN Networks and other Movement stakeholders [see Output 1.5].
- The SUN Secretariat has also taken on an increasingly important role regarding Knowledge Management. The series of In Practice Briefs, elaborated throughout this report, have distilled implementation lessons from over 25 SUN Countries. Collaboration with ENN has also seen the production of SUN specific content in their Nutrition Exchange and Field Exchange Publications. Most recently, the secretariat is collaborating with ENN on audio-visual content which can be

found in the recently launch Media Hub. Similar Knowledge Management partnerships have been formed with the International Food Policy Research Initiative , the Institute of Development Studies and Secure Nutrition. Knowledge products pertaining to nutrition champions, multi-stakeholders platform design and implementation knowledge are currently underway.

- 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 SUN Movement Secretariat has increased the SUN Movement engagement in nutrition dialogue and promotion of country led efforts to scale up nutrition through [Twitter](#) and [Facebook](#).
- The SUN Movement Secretariat worked to improve the identity of the SUN Movement with a logo update and additional communications materials including small infographics for social media and a bumper sticker as well as a communication plan for the SUN Movement Global Gathering. The logo is now available in all six languages spoken by SUN Countries.
- The SUN Movement Secretariat also led the development of SUN Movement news guidelines to share with SUN Government Focal Points and SUN Networks to further strengthen the focus of SUN Movement news towards country led efforts supported by multiple stakeholders.

Achievements against logframe indicators

- SUN Movement documentations have been developed and physically disseminated to SUN Countries. In addition to dissemination on an ad hoc basis at events (2014 World Economic Forum in Davos, Network Facilitators meetings, costing workshops, conflict of interest workshops, the PROCASUR learning route and joint-assessment monitoring and evaluation workshops) where the SUN Movement Secretariat is in attendance, larger disseminations have taken place as follows:
 - The first dissemination was at the 2014 SUN Movement Global Gathering
 - The second dissemination was through a United Nations post assisted delivery to United Nations Resident Coordinators and REACH Facilitators (in countries where they exist)
 - The third dissemination was at the 2015 SUN Movement Global Gathering
- SUN monthly newsletters are produced, translated in French and Spanish and sent out to a database of nearly 8,000 subscribers. Subscription to the newsletter is public and can be accessed via the website. Country led efforts are a main feature of the newsletter in addition to special features including the Post-2015 Development Agenda and highlights of SUN Movement Lead Group member activity.

- Through social media, the SUN Movement gained traction reaching over 10,000 followers on Twitter at www.twitter.com/sun_movement immediately following the SUN Movement Strategy and Roadmap (2016-2020) launch in September 2016. As of December 2016, there were 3,000 Facebook fans at www.facebook.com/sunmovement (vs. 535 in September 2013). The SUN Civil Society and Business Networks at global and national level developed Twitter accounts www.twitter.com/sunbiznet and www.twitter.com/suncsn. Both accounts are highly engaged with discussions across their networks key stakeholders and are interlinked with the core SUN Movement account. SUN Civil Society Alliances are also creating Twitter and Facebook accounts. The 2015 SUN Movement Global Gathering used the hashtag #SUNGG15.
- SUN News Guidelines were finalised and shared with Network Facilitators. The news guidelines aimed to 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 was provided with unique SUN logos 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 has been reviewed and redeveloped as a blog which is currently hosting content from multiple SUN Countries

SUN Movement Annual Progress Reports

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 Annual Progress Report in 2013, 2014, 2015 and 2016.

Achievements against logframe indicators

- The SUN Movement Annual Progress Reports have become one of the hallmark features of the Movement. Focused on advancements across the Movement as well the learning and innovations that are emerging in SUN Countries, the annual report takes 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 looks at the current state of the global nutrition landscape and examines progress and results in relation to the four strategic objectives of the SUN Movement. It highlights lessons being learnt in relation to efforts – by SUN Countries – to strengthen key capacities, and ways in which this is being supported by networks of other actors both within countries and globally. It examines how SUN Networks are evolving and contributing to improvements in capacity across the Movement. It also shares the latest developments within the SUN Movement Lead Group, the SUN Movement Secretariat, the SUN

Movement Executive Committee and Multi-Partner Trust Fund. The Annual Progress Reports are available [here](#).

- The SUN Movement Secretariat played a pivotal support role to develop the Global Nutrition Reports in 2014, 2015 and 2016 – one of the main outcomes agreed as part of the Nutrition for Growth even in 2013. This includes facilitating the communication with countries that have made commitments in the Nutrition for Growth and wish to report on their own progress, contributing to the finance section of the Global Nutrition Report in 2015 and 2016 and sharing data from the SUN country joint annual assessments in 2014 and 2015.

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

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

SUN Movement

Details of activities

- The purpose of the Global Gatherings has been 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
- These annual meetings requires months of preparation from all members of the SUN Movement Secretariat on all aspects of the event from the identification and management of the event venue, communication and information sharing, issuance of invitations, funding, visas, travel, accommodation and session content.
- The 2014 and 2015 SUN Movement Global Gatherings were 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 thematic 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].

Achievements against logframe indicators

- The Secretariat has led the organization of the SUN Movement Global Gatherings, which took place :
 - In 2013 in New York in the margins of the UN General Assembly
 - in 2014 in Rome on the occasion of the Second International Conference on Nutrition (ICN2) – over 350 participants
 - in 2015 in Milano during the 2015 World Expo – over 500 participants
- 2016 was a transitional year for the SUN Movement with the finalisation and launching of the SUN Movement Strategy and Roadmap for 2016-2020, the appointment of a new Coordinator and appointment and Lead Group. There were also a series of high-level external events including the High Level Political Forum on Sustainable Development in July and three events in

October: the [Human Capital Summit](#) hosted by World Bank in October where the Prime Minister of Cote d'Ivoire, and Finance and Economic Ministers of Cameroon, Ethiopia, Indonesia, Madagascar, Pakistan, Senegal, and Tanzania pledged strong action to tackle malnutrition, the 43rd Session of the Committee on World Food Security and the Micronutrient Forum. Bearing this in mind and with guidance from the Executive Committee, the Secretariat decided to focus on these opportunities in 2016 and plan the subsequent Global Gathering in a SUN country in 2017. This allowed the Secretariat more time to carefully plan the event, secure multi-year financial engagements and fully engage the new Coordinator and Lead Group in the Global Gathering preparations. Each year, the Secretariat prepared SUN Government Focal Points and team members, representatives from SUN civil society, private sector, donor and UN networks and Lead Group members to come together 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 in 2014 which hosted the Global Gathering) the Secretariat also ensured that its costs were fully covered.

- The organization of specific sessions in the SUN Movement Global Gathering in 2014 helped SUN Countries and Networks set the basis for initial thematic Communities of Practice and in 2015 the Global Gathering was instrumental in helping to ensure the voices of SUN Countries were taken into account in the visioning of the second phase of the SUN Movement.
- The Global Gathering, along with the joint-assessment exercise and annual progress reports are the most celebrated elements of the SUN Movement. Surveys completed each year by participants consistently demonstrate the enthusiasm and appreciation across the Movement for these events. Photos, summary reports and presentations from all past Global Gatherings can be found on the SUN Movement [website](#).

Difficulties encountered if any

- As the Movement grows, the costs and logistical complexity of organizing a single annual meeting are certain to continue to increase.
- In 2017 - for the first time, the SUN Movement Global Gathering will take place in a SUN Country – Ivory Coast. Abidjan will welcome the members of the SUN Movement and host proceedings to share their inspirational progress and encourage global collaboration in the fight against malnutrition. While this presents an exciting opportunity to bring so many of the Movement's participants and supporters closer to action and realities that drive a SUN Country, it will present a new set of challenges for the Secretariat in organizing the event.

Communication and visibility operations

In all communications where appropriate and possible, the SUN Movement Secretariat has included recognition for donors' financial support to the Secretariat.¹⁷ This was 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 & Melinda Gates Foundation, Canada, the European Union, France, Germany, Ireland, the Netherlands and the United Kingdom

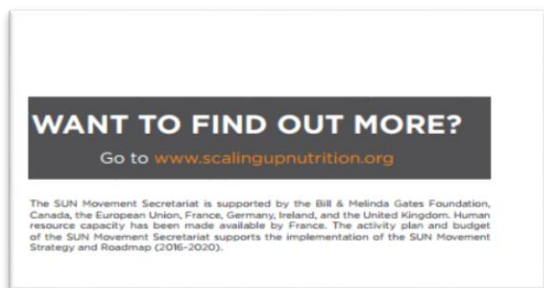
As of 2016, the statement was updated to read:

The SUN Movement Secretariat is supported by the Bill & Melinda Gates Foundation, Canada, the European Union, France, Germany, Ireland, the Netherlands, the United Kingdom and the United States. Human resource capacity has been made available by France. The activity plan and budget of the SUN

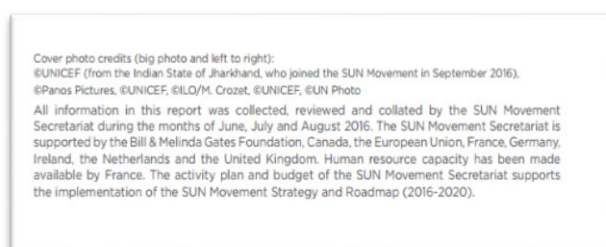
¹⁷ In addition to this financial support, human resource capacity, reporting directly to the SUN Movement Coordinator, has been made available by France and Unilever.

Movement Secretariat supports the implementation of the SUN Movement Strategy and Roadmap (2016-2020)

Current documents that feature this statement include: the [SUN Movement Progress Reports](#), the In Practice Briefs, SUN In Outline Briefs and the SUN Movement Brochure. All of these documents can be found on the SUN Movement website here and [here](#).



Text in SUN Movement brochure



Text as it appears in 2016 SUN Movement 2016 Annual Progress Report

The SUN Movement Secretariat is including the use of donor logos on the website of the Movement (<http://scalingupnutrition.org/sun-supporters/sun-movement-secretariat/>).

The Secretariat uses a variety of tools and materials to communicate the combined efforts of all stakeholders in the Movement. All key materials including web-based stories and products and printed documents are available in the three official UN languages: English, Spanish and French. Some material, where appropriate, is also translated into Arabic, Russian and Portuguese. Methods of communication include digital communication, via the SUN Movement website and social media, but also printed material, including user-friendly communication materials as well as key documents, through quarterly SUN Country Network calls, bilateral calls, the SUN monthly newsletter, and through key events.

Looking Ahead

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

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

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

- 1. Improved accountability by all SUN Stakeholders to achieve the goals outlined in the SUN Movement Strategy & Roadmap**

- 2. Increased implementation and monitoring of nutrition multi-sectoral plans by coordinated stakeholders in all SUN Countries*
- 3. Established system for timely and appropriate peer-to-peer exchange and technical cooperation for all SUN countries.*

The precise activities related to each of these three areas are presented in the SUN Movement Secretariat's multi-year plan for 2016-2020.

ANNEX 1: Updated workplan of the SUN Movement Secretariat

Outputs (as per revised Logframe) Activities related to each output are mostly continuous and cover the full implementation period - only main milestones are represented	YEAR 2013	YEAR 2014	YEAR 2015	YEAR 2016
Result 1: SUN Lead Group				
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 <i>Milestone 1: Meetings of the Lead Group are held in April and September each year</i>	1 2 3 4 5 6 7 8 9 0 1 2 1 1 1	1 2 3 4 5 6 7 8 9 0 1 2 1 1 1	1 2 3 4 5 6 7 8 9 0 1 2 1 1 1	1 2 3 4 5 6 7 8 9 0 1 2 1 1 1
1.2 Provide assistance to Lead Group Members –	1 2 3 4 5 6 7 8 9 0 1 2 1 1 1	1 2 3 4 5 6 7 8 9 0 1 2 1 1 1	1 2 3 4 5 6 7 8 9 0 1 2 1 1 1	1 2 3 4 5 6 7 8 9 0 1 2 1 1 1

<p>and the Movement as a whole - to undertake effective resource mobilization for addressing under-nutrition</p> <p>Milestone 1: Nutrition is profiled in high level meetings: UN General Assemblies + 2013 N4G + 2014, 2015 & 2016 upon initiatives by Lead Group members</p>																																																
<p>1.3 Provide assistance to Lead Group Members to oversee the accountability of the overall SUN Movement</p> <p>Milestone 1: SUN Interim Progress Report produced</p> <p>Milestone 2: SUN Progress Report produced and disseminated</p> <p>Milestone 3: M&E Framework developed (2013) and used for reporting (see 3.2)</p>																																																
<p>1 2 3 4 5 6 7 8 9 0 1 2</p> <p style="text-align: center;">1</p> <p style="text-align: center;">2</p> <p style="text-align: center;">3</p>																																																

1.4 Enable Lead Group members to undertake effective High Level Advocacy Milestone 1: Investment case for nutrition defined or updated	1 2 3 4 5 6 7 8 9 0 1 2 1	1 2 3 4 5 6 7 8 9 0 1 2 1	1 2 3 4 5 6 7 8 9 0 1 2 1	1 2 3 4 5 6 7 8 9 0 1 2 1
1.5: Foster greater understanding of the SUN Movement and its progress Milestone 1: Website expanded and translated into French and Spanish	1 2 3 4 5 6 7 8 9 0 1 2 1	1 2 3 4 5 6 7 8 9 0 1 2	1 2 3 4 5 6 7 8 9 0 1 2	1 2 3 4 5 6 7 8 9 0 1 2 1
Result area 2: SUN Countries				
2.1 Support SUN countries to ensure they have timely access to the technical expertise they need Milestone 1 SUN: six-weekly conference calls with SUN Government Focal Points held	1 2 3 4 5 6 7 8 9 0 1 2 1 1 1 1 1 1	1 2 3 4 5 6 7 8 9 0 1 2 1 1 1 1 1 1	1 2 3 4 5 6 7 8 9 0 1 2 1 1 1 1 1 1	1 2 3 4 5 6 7 8 9 0 1 2 1 1 1 1 1 1
2.2 Track progress in SUN countries Milestone 1: Baseline Country Fiches for new SUN	1 2 3 4 5 6 7 8 9 0 1 2 1 1 1 1 2	1 2 3 4 5 6 7 8 9 0 1 2 1 1 1 2	1 2 3 4 5 6 7 8 9 0 1 2 1 1 1 2	1 2 3 4 5 6 7 8 9 0 1 2 1 1 1 2

countries agreed Milestone 2: Country Fiches updated and agreed				
2.3: Empower Stakeholder Advocacy and Communications Milestone 1: TOR for the SUN ACT agreed and first meeting held	1 2 3 4 5 6 7 8 9 0 1 2 1	1 2 3 4 5 6 7 8 9 0 1 2	1 2 3 4 5 6 7 8 9 0 1 2	1 2 3 4 5 6 7 8 9 0 1 2
Result 3: SUN Movement Stakeholder Networks and Task Teams				
3.1 Ensure that the four SUN stakeholder networks provide an optimal service when receiving and responding to requests identified by governments and other stakeholders within SUN countries Milestone 1: Governance structure for Global Networks agreed or updated	1 2 3 4 5 6 7 8 9 0 1 2 3 3 3 3 3 3 1 2	1 2 3 4 5 6 7 8 9 0 1 2 3 3 3 3 3 3 1 2	1 2 3 4 5 6 7 8 9 0 1 2 3 3 3 3 3 3 1 2	1 2 3 4 5 6 7 8 9 0 1 2 3 3 3 3 3 3 1 2

<p>Milestone 2: Global Network meeting convened</p> <p>Milestone 3: Six-weekly conference calls with Networks Facilitators held</p>				
<p>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</p> <p>Milestone 1: Progress Report of SUN Networks (part of M&E Framework)</p>	<p>1 2 3 4 5 6 7 8 9 0 1 2</p> <p>1</p>	<p>1 2 3 4 5 6 7 8 9 0 1 2</p> <p>1</p>	<p>1 2 3 4 5 6 7 8 9 0 1 2</p> <p>1</p>	<p>1 2 3 4 5 6 7 8 9 0 1 2</p> <p>1</p>
<p>3.3 Support to the functioning of the SUN Multi Partner Trust Fund</p> <p>Milestone 1: SUN MPTF annual report produced and published</p>	<p>1 2 3 4 5 6 7 8 9 0 1 2</p> <p>1</p>	<p>1 2 3 4 5 6 7 8 9 0 1 2</p> <p>1</p>	<p>1 2 3 4 5 6 7 8 9 0 1 2</p> <p>1</p>	<p>1 2 3 4 5 6 7 8 9 0 1 2</p> <p>1</p>
	<p>1 2 3 4 5 6 7 8 9 0 1 2</p>	<p>1 2 3 4 5 6 7 8 9 0 1 2</p>	<p>1 2 3 4 5 6 7 8 9 0 1 2</p>	<p>1 2 3 4 5 6 7 8 9 0 1 2</p>

<p>3.4: Facilitate communication, learning and engagement across the Movement</p> <p>Milestone 1: Regular sharing of information across the Movement</p>				
<p>SUN Movement Secretariat</p>				
<p>Ensure that the Sun Movement Secretariat has the capacity to perform all the functions required of it</p> <p>Milestone 1: SMS budget pool established in UNOPS/NY</p> <p>Milestone 2: SMS staff recruited and in position</p> <p>Milestone 3: SMS staff planning is revised based on Lead Group's strategic decisions for the Movement</p>				
<p>Other Activities</p>				
<p>Visibility Mid-Term and/or Final Evaluation</p>				

Audit/Verification Mission					
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ANNEX 2: Revised Logical Framework of the SUN Movement Secretariat (June 2013)¹⁸

	Intervention Logic	Objectively verifiable Indicators of IMPACT	Sources and means of Verification	Assumptions
Overall Objective	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	
Specific Objective	A Strengthened SUN Movement maintains nutrition high on the international development agenda and SUN Countries achieve progress against	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"> - 40% reduction of the global number of children under five who are stunted; - Reducing and maintaining child wasting to less than 5%; - 30% reduction of low birth weight; - No increase of child overweight; 	<ul style="list-style-type: none"> - National Representative Surveys (MICS, DHS, SMART) - Ad hoc published surveys if validated - FAO SWOC, database of JMP on Water supply and sanitation, SOWMR - List of advocacy pieces, and speeches delivered at global level, nutrition and SUN references in outcome 	<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>

¹⁸ 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.

	commitments for the reduction of under-nutrition	<ul style="list-style-type: none"> - 50% reduction of anaemia in women of reproductive age; - Increase exclusive breastfeeding rates in the first six months of life up to at least 50%. <p>and</p> <ul style="list-style-type: none"> - Increased access to affordable nutritious food, clean water, sanitation, healthcare and social protection. <p>Political attention to nutrition is sustained on international agendas such as the G8, G20, EU Presidencies, CFS and WHA</p>	documents tracked on SUN website	
	Intervention Logic	Objectively verifiable Indicators of OUTCOMES	Sources and means of Verification	Assumptions
	<p>1</p> <p>Sustained political attention and increased investments for direct nutrition interventions and nutrition sensitive development. (<i>SUN Movement Lead Group</i>)</p>	<ul style="list-style-type: none"> – SUN Lead Group meetings are held bi-annually to discuss progress of and provide direction to SUN Movement. – 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. – 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. – Increased domestic and international investments in nutrition are assessed through improved tracking mechanism. 	<ul style="list-style-type: none"> – Letters of commitment from Governments participating in the Movement – List of members supporting the SUN Strategy and revised Road Map – Minutes of Lead Group meetings – SUN Movement Accountability Framework – M&E Baseline, mid- term and final evaluation reports – OECD data 	<ul style="list-style-type: none"> – Lead Group maintains its interest in pursuing the objectives of the SUN Movement – 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. – SUN Countries continue to prioritise nutrition. – SUN Networks are functioning and its members are prepared to commit resources in order to be responsive to requests for assistance from SUN Countries.

Expected results	<p style="text-align: center;">2</p> <p>Increased capacity of <i>SUN Countries</i> to coordinate and implement effective actions to Scale Up Nutrition</p>	<ul style="list-style-type: none"> – All SUN Countries have a functioning high level convening body for nutrition and an effective SUN Government Focal Point. – All SUN Countries have functioning in-country multi-stakeholder platforms (MSPs) with participation from key stakeholder groups and sectors. – All SUN Countries have a coherent policy and legal framework. – 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&E framework and to estimates of financial requirements (including capacity building). – All SUN Countries are enabled to establish systems to monitor progress and accountability and enable impact. – SUN Countries invest significantly more of their own resources for the reduction of under-nutrition. – Countries that join the SUN Movement progress along the SUN stages of preparedness. 	<ul style="list-style-type: none"> – -SUN Network briefs and Network reports available on the website – -Shared summary notes of bi-monthly teleconferences – Updated SUN website – Country Common Results Frameworks – SUN Country Template – National Representative Surveys (DHS, MICS, SMART) – Ad hoc published surveys if validated – GINA WHO Database – NATSN FAO Database 	<ul style="list-style-type: none"> – National governments lead the way in translating commitments into actions though high-level political support and prioritisation of nutrition at country level – Political, financial or bureaucratic situation at country level do not hamper actions on nutrition – SUN Countries are supported in their actions by Lead group and SUN Networks as set out in agreed accountability framework and activity plans – SUN government Focal Points continue to engage with the SUN The Secretariat – SUN Countries and network partners at country level commit and actively contribute to the in-country MSPs.
	Intervention Logic	Objectively verifiable Indicators of OUTCOMES	Sources and means of Verification	Assumptions
Expected results	<p style="text-align: center;">3</p> <p>Effective and accountable</p>	<ul style="list-style-type: none"> – SUN Networks have agreed Terms of Reference, Governance Structures, Principles for Responsible engagements, Accountability Frameworks and Activity Plans that are implemented. 	<ul style="list-style-type: none"> – Internal communications and minutes of network meetings demonstrate the extent to which Networks respond to country needs 	<ul style="list-style-type: none"> – In-country partners do align behind country-led efforts – SUN Networks are functioning and its members are prepared to commit resources and prioritise SUN (within

	SUN Networks are able to respond to the needs of SUN Countries in a timely and effective way	<ul style="list-style-type: none"> – All SUN Networks are able to contribute to timely aligned and responsive actions in support of SUN Countries. – SUN Network Convenors at country level are actively participating in Country multi-stakeholder platforms. – The SUN MPTF enables members of the civil society network to better participate in the Country multi-stakeholder platforms. 	<ul style="list-style-type: none"> – Network Terms of reference, Governance Structures, Activity Plans, Accountability Frameworks – Progress report of stakeholder networks updated on an annual basis available on SUN Website – Reports (narrative and financial) prepared by the MPTF Office are available online 	<p>their own organisations' workplans) in order to deliver the collective action necessary to achieve the SUN Strategy.</p> <ul style="list-style-type: none"> – SUN Networks agree on their own principles of engagement – The Secretariat's role is recognised by SUN stakeholders including SUN Countries and receives financial support from donors – SUN Network facilitators are able to act as catalysts within their own Networks – SUN Countries continue to work with multi-stakeholder platforms.
	Outputs	Activities		Objectively Verifiable Indicators of OUTPUTS
1. Outputs related to the SUN Lead Group	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"> 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; 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; 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; 		<ul style="list-style-type: none"> (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; (b) Lead Group meetings to discuss SUN progress are prepared by The Secretariat twice a year; (c) Annual operating plans for the Movement are developed, their implementation is monitored and reported to the Lead Group;

	<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
1. Outputs related to the SUN Lead Group	1.4. Enable Lead Group members to undertake effective High Level Advocacy	<ul style="list-style-type: none"> (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; (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; (m) Brief Lead Group members to help them be effective advocate; 	<ul style="list-style-type: none"> (k) A 1000-word inventory of high level advocacy is developed, at least bi-annually updated and shared via SUN website; (l) Key advocacy messages are prepared for Lead Group members and tailored to specific audiences as needed, at least every quarter; (m) Lead Group members are briefed in preparation for high-level advocacy opportunities in selected policy arenas;
	1.5. Foster greater understanding of the SUN Movement and its progress	<ul style="list-style-type: none"> (n) Establish the SUN Movement message platform; (o) Develop the 'position' of the SUN Movement; (p) Develop a suite of SUN Movement materials; (q) Maintain, expand and update SUN web-site; (r) Production of SUN Progress Report 2013; 	<ul style="list-style-type: none"> (n) Number of communication material such as presentations incorporating 'Tag-lines' and 'Elevator pitches' on unique contribution of SUN; (o) Number of short, accessible briefs on relevant topics such as costing, economic benefits of nutrition; (p) Communication material (e.g. video – story) about the SUN Movement ready for September 2013 event; (q) SUN website translated into French and Spanish; SUN website query/comment mechanism established; (r) SUN progress report written, translated and printed;

Outputs		Activities	Objectively Verifiable Indicators of OUTPUTS
2. Outputs related to the SUN Countries	2.1. Support SUN Countries to ensure they have timely access to the technical expertise they need	<ul style="list-style-type: none"> (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; (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; (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; (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; (e) Engage SUN Country Government Focal Points in any global consultations for updating the SUN Movement Strategy and evaluating progress; 	<ul style="list-style-type: none"> (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; (b) Milestones for the SUN Movement identified and agreed on by members of the Country Networks; (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; (d) Discussions with SUN Country Focal Points are held at least every six weeks; (e) SUN early progress reports are made in consultation with SUN Country Focal Points;
	Outputs	Activities	Objectively Verifiable Indicators of OUTPUTS
	2.2. Track progress in SUN Countries	<ul style="list-style-type: none"> (f) Track and inform countries on progress in line with four SUN processes; (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; (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; (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 	<ul style="list-style-type: none"> (f) Countries performance, per defined four SUN processed, is annually tracked and presented as a part of the common M&E/progress report; (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

Outputs		Activities	Objectively Verifiable Indicators of OUTPUTS
2. <i>Outputs related to the SUN Countries</i>		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; (j) Assure quality, consistency and credibility of joint reports coming from SUN Country Government Focal Points and representatives from the multi-stakeholder platforms;	public (through the SUN website); (h) Country case studies are produced and published with agreement from country focal points and backing from stakeholders in the SUN Movement; (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); (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;
	2.3. Empower stakeholder advocacy and communication	(k) Establish advocacy and communications platform for SUN Movement stakeholders; (l) Provide targeted advocacy and communications support to multi-stakeholder platforms; (m) Re-position SUN ACT to become more inclusive of all supporters;	(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; (l) Number of advocacy messages on key areas produced and disseminated as needed; (m) SUN ACT meetings convened;

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

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