

# Description of the Action

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## **LIST OF ABBREVIATIONS & ACRONYMS**

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EC	European Commission
EU	European Union
GDP	Gross Domestic Product (GDP)
HLTF	High Level Task Force (on Food Security)
ILO	International Labour Organisation
IMF	International Monetary Fund
INGO	International Non-Governmental Organisation
KPI	Key Performance Indicators
MDG	Millennium Development Goals
SCN	UN Standing Committee on Nutrition
SMART	Specific, Measurable, Achievable, Realistic, Time bound
SMS	SUN Movement Secretariat
SRSG-FSN	United Nations Special Representative for Food Security and Nutrition
SUN	Scaling Up Nutrition
UN REACH	UN Inter-Agency Initiative for Combating Child Hunger and Under-nutrition
UN-GA	UN General Assembly
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNIDO	United Nations Industrial Development Organisation
WB	World Bank
WHO	World Health Organization

## EXECUTIVE SUMMARY

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The Scaling-Up Nutrition (SUN) Movement is a collective effort to enable sustained and demonstrable reductions in numbers of people who are under-nourished – especially in the thousand days between pregnancy and a child’s second birthday. It will enable them better realize their right to food, and have the resources and opportunity to ensure good nutrition. The Movement is designed to encourage participation by a range of stakeholders in government, civil society, business, research groups and international organizations. It is an attempt to overcome many years of fragmented, and often ineffective, responses to under-nutrition

The Overall Objective of the present Action is that the Scaling-Up Nutrition (SUN) Movement contributes to the Millennium Development Goals on eradicating extreme poverty and hunger, reducing child mortality, improving maternal health, combating disease, empowering women, and achieving universal primary education.

The Specific Objective is to strengthen the SUN Movement Secretariat so that it can support the Movement in its efforts to maintain nutrition high on the international development agenda and to enable each SUN country to achieve progress against their commitments for the reduction of under-nutrition.

The main beneficiaries will be children under two years and pregnant and lactating women in the SUN countries. We expect that the momentum generated by the SUN Movement will have a global effect and contribute to increased efforts directed towards the 165 million children affected by chronic under-nutrition (specifically stunting), nearly half billion women in reproductive age affected by anaemia, around 20 million infants born with low weight and around 20 million children affected by severe acute malnutrition at any time. These are the direct beneficiaries of increased and aligned efforts of members of the SUN Movement and their partners at the global and country levels.

As of November 2012 there are 31 Governments directly engaged in the SUN Movement and more than 100 organizations involved, mostly from the donor community, UN system organizations, Non-Government Organizations and the business sector. The country membership will likely expand in the coming months to include at least 35 countries by end of 2013. The Civil Society Organization Network has progressively expanded its membership base, especially through the inclusion of networks of organizations at country level. In addition to the four UN Agencies with a direct mandate on nutrition, the UN Network membership is expanding by engaging other UN agencies that are involved in nutrition relevant policies such as UNDP for local development, UNIDO for business engagement, UNFPA for the improvement of women’s health and status and ILO for employment. The Business Network is also likely to further expand although it will do so in a more staggered way to ensure that principles of responsible engagement are respected. As Networks are expanding their membership, the SUN Movement Secretariat will increasingly work with Network facilitators and other coordinating bodies.

The Action envisages the continued evolution of the Movement as a functioning multi-stakeholder mechanism that will contribute to societies and their nations realising their right to food and achieving optimal nutritional status especially in the 1,000 day window of opportunity between pregnancy and a child’s second birthday. The Action is organised according to three Expected Result Areas, which are as follows:

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.

## SITUATION ANALYSIS

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### Sector Context

In 2008, the Lancet Series on Maternal and Child Nutrition<sup>1</sup> called for the international community to identify and establish a new global governance structure that would enable the system to perform key stewardship functions, mobilise resources, and strengthen the capacity in countries with high burdens of under-nutrition to deliver services. Since 2008, there have been intensive discussions on global architecture for intensified action on nutrition.

The growing political momentum to address under-nutrition globally presents a unique opportunity for coordinated and coherent action. Political leaders meeting for the G8 Summit in mid-May 2012 have been persuaded by the compelling evidence and United States President Barack Obama announced a new G8 initiative to invest in improving agriculture and food and nutrition security.<sup>2</sup> As part of that initiative, the G8 has pledged to maintain robust programmes to further reduce child stunting. The United Nations Secretary General, Ban Ki Moon, has placed food and nutrition security firmly on the Action Agenda for his second term in office.<sup>3</sup>

Improving nutrition will contribute to achieving economic, social and human development that is universal, equitable and rights-based in line with international principles and agreements on Aid Effectiveness. For decades, the global support for nutrition— from international organizations, donors, academia, civil society, and the private sector – has been fragmented and incomplete, at times conflicting and unable to function effectively. Nutrition progress has been impeded by the lack of coherence and coordinated approach to programming and resource mobilization.

A multi-stakeholder meeting hosted by the European Commission in Brussels November 2009 encouraged the development of an integrated multi-sectoral plan for intensified responses: titled “the Framework for Scaling Up Nutrition (SUN)”. The plan was launched at the spring meetings of the World Bank and IMF April 2010 with the public endorsement of over 100 governments, civil society groups, development agencies, international organizations and business alliances. At a follow-up meeting in Rome at the end of May 2010 the United Nations Special Representative for Food Security and Nutrition (SRSG-FSN) was requested to take forward a process to develop a Road Map for implementing this Framework. Working with a Policy Advisor from the office of the Coordination Team for the High Level Task Force on Food Security (HLTF) and the Secretariat of the UN Standing Committee on Nutrition (SCN), the

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<sup>1</sup> Morris, S.S., Cogill, B. and Uauy, R for the Maternal and Child Undernutrition Study Group. Maternal and Child Undernutrition 5. *Effective international action against undernutrition: why has it proven so difficult and what can be done to accelerate progress?* Lancet Series. 2008.

<sup>2</sup> Camp David Declaration. May 19, 2012. Camp David, Maryland, United States, May 18-19, 2012.

<sup>3</sup> The Secretary-General’s Five Year Action Agenda, 25 January 2012, New York, [http://www.un.org/sg/priorities/sg\\_agenda\\_2012.pdf](http://www.un.org/sg/priorities/sg_agenda_2012.pdf)

SMSG-FSN established a 15 person multi-stakeholder Task Team to complete this task. It was made up of high-level officials from developing countries, civil society, development partners - including the EC, the World Bank, Gates Foundation, agencies of the UN system, the GAIN alliance and businesses. Five Working Groups were established to engage wider constituencies in the work. The SUN Road Map was completed early in September 2010: it is a consensus document which emphasises the absolute importance of prioritising country leadership in defining actions to address under-nutrition over the drive for specific action by external actors, and the importance of not prioritising specific countries through externally developed criteria.

The SUN Movement was launched, and the SUN Road Map was endorsed, during the 2010 UN General Assembly. Leaders at the event called for a concerted effort by all stakeholders to achieve progress towards measurable results in reductions in under-nutrition through harnessing the collective commitment and efforts of a broad international partnership in support of national Government-led efforts.

The SUN Movement is a collective effort to enable sustained and demonstrable reductions in numbers of people who are under-nourished – especially in women and children. It enables them to better realise their right to food, and have the resources and opportunity to ensure good nutrition. The Movement is designed to encourage participation by a range of stakeholders in government, civil society, business, research groups and international organizations. It is an attempt to overcome the years of fragmented responses to under-nutrition.

The SUN Movement is owned by countries committed to reducing under-nutrition and supported by multiple actors seeking to align their support with these country plans. As of November 2012 31 countries have joined the Movement; six in Asia, three in Latin America and the Caribbean and the remaining 22 in Africa. It is anticipated that more will follow. Twenty of these countries are among the 36 countries with the highest levels of under-nutrition. Around 58 million stunted children are estimated to be living in these 31 countries. This represents nearly one third of all 165 million stunted children in the world today<sup>4</sup>. These countries are also home to millions of women affected by anaemia in pregnancy and children who experience deficiencies of micro-nutrients.

Governments who join the SUN Movement commit to setting their own targets for improved nutrition. They appoint a high level Government focal point responsible for overseeing the coordination of internal policies and actions to scale up nutrition and the alignment of internal resources, and they agree on a donor convener responsible for aligning external development assistance with nutrition outcomes. SUN countries are establishing multi-sectoral and multi-stakeholder platforms for nutrition and developing country plans that are gender sensitive and include direct nutrition interventions and development strategies with nutrition sensitive outcomes. They are increasing allocation of their financial investments to improving nutrition and are ensuring that funding from external sources is aligned. These commitments are the decisive actions of Governments who want to deliver reductions in under-nutrition at an unprecedented rate. SUN countries are adopting **national nutrition goals** that collectively aim to meet the global targets established by the World Health Assembly in May 2012<sup>5</sup>, and address the underlying causes of under-nutrition. These include: increased access to affordable nutritious food, clean water, sanitation, healthcare and social protection; optimal growth of children - stunting and wasting (acute malnutrition); improved micronutrient status; and increased adoption of practices that contribute to good nutrition such as exclusive breastfeeding in the first six months of life.

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<sup>4</sup> UNICEF, WHO, World Bank. Joint Child Malnutrition Estimates 2012

<sup>5</sup> WHO. Maternal, infant and young child malnutrition: comprehensive implementation plan 2012

The World Health Organization (WHO) has proposed an ambitious global target of a 40 per cent reduction in stunting among children under five years. A recent study<sup>6</sup> estimates that by 2025, the 36 high-burden countries could achieve stunting reductions of 40 per cent as a group if they are adequately resourced.

There is unparalleled ownership of the SUN Movement across the stakeholder groups which is the most promising international stewardship arrangement for nutrition in existence. The SUN Framework and Roadmap are evidence-based and consistent with relevant EU Communications and the Reference Document on Nutrition.

By January 2012, 27 countries had joined the Movement, a country progress tracking system had been initiated, a first progress report had been developed and presented at a High Level meeting in the UN General Assembly September 2011, several national SUN meetings, as well as a global partners' meeting had taken place, the donor task force had established its own governance and tracking systems, the civil society task force had established a system for supporting national civil society efforts and raised funds for this (and the SRSF-FSN was asked to set up a management system for these funds by the first two donors), the UN Task Force had become embedded in the UN Standing Committee on Nutrition, the business task force had started to examine how it could contribute to national SUN efforts and the principles of engagement for different stakeholders within the Movement were initiated.

The Transition Team agreed Terms of Reference for a study of SUN Movement Stewardship options in April 2011 and three consultants were engaged (sponsored by the EC, World Bank and Gates Foundation). The study report was completed and the SUN Stewardship Plan for the three year period 2012 – 2015 was presented by the Transition Team to the UN Secretary-General in November 2011. Later that month the Secretary-General established the SUN Lead Group and appointed Anthony Lake (Executive Director UNICEF) as Chair for three years. The 27-person High Level Lead Group (including European Commissioner Andris Piebalgs) and held its first meeting on April 10<sup>th</sup>. The Transition Team held its 12<sup>th</sup>, and final, meeting on April 26<sup>th</sup> 2012.

Under the new Stewardship Plan, the Task Forces established through the SUN Movement Transition Team are being transformed into five Networks – the SUN country network (the heart of the Movement) and four Networks of stakeholders – (a) donor agencies, (b) entities within the UN system, (c) civil society organizations, (d) businesses and. There is also a Task Team that advises and supports global and in-country advocacy and communication actions.

The SUN Movement marked its second birthday in September 2012 with a series of meetings that took place in New York during the UN General Assembly. A **high level meeting on SUN** was hosted by the UN Secretary-General, Mr. Ban Ki-moon and co-hosted by the Honourable Mr. Julian Fantino, Minister of International Cooperation, Canada and Dr. Anthony Lake, Chairman, SUN Movement Lead Group. Among the 500 attendees were senior representatives of all SUN countries as well as the European Commissioner for Development. Specific announcements of commitment and progress were made by nine of the speakers. A **new SUN website and SUN Movement Progress Report** were launched during the meeting.

**Two Government Focal Point meetings** took place with leaders of the SUN Movement Networks for civil society, donors, the UN system and business to assess progress, strengthen learning, outline commitments, and agree on monitoring systems.

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<sup>6</sup> Save the Children (May 2012), Global Stunting Reduction Target: Focus on the Poorest or Leave Millions Behind, London, UK

The **Lead Group met** and endorsed a **new Strategy** which is accompanied by a more detailed **revised SUN Road Map**. The SUN Strategy 2012-2015 summarises the Movement's goals, objectives, mode of operation and accountability. It outlines the principles of engagement that SUN supporters commit to. The Lead Group set out its guidance for the SUN Movement on governance and accountability, prioritization of effective actions

The SUN Movement's Strategy and revised Road map anticipates that successful efforts to Scale Up Nutrition within countries involves:

(a) the implementation of four critical processes<sup>7</sup>:

- work together, effectively, through functioning multi-sector, multi-stakeholder platform(s),
- establish (and seek legislative endorsement for) a coherent policy and legal framework,
- identify common objectives and agree a framework of results around which to align and intensify actions,
- mobilise sufficient domestic resources, supplemented with external assistance, to realise the agreed results as quickly as possible;

(b) and realization of a range of outcomes, including:

- A good country investment plan [including effective strategies as set out in the road map, integrated plans for implementation and monitoring; with thorough and credible costing of plans] as well as reflection, in country plans, of the gender dimension of nutrition and the key role of women's empowerment;
- At least one functioning country multi-sectoral and multi-stakeholder platform where both plans and implementation modalities are agreed (there may well be platforms at province or district level too);
- A high level national focal point responsible for linking national priorities, in-country efforts and external assistance - convening across Government sectors and with key in-country stakeholders including donors, UN system agencies, civil society, business and academia;
- Increased and better-aligned investments in nutrition together with nutrition sensitive policies in all relevant development sectors,
- Improved rates of implementation (coverage and efficacy) of specific nutrition interventions, and effective monitoring of progress,
- An identified donor convener responsible for ensuring effective, transparent and aligned technical and financial support from the donor community and other contributors,
- UN system organizations demonstrating commitment to align behind country-led efforts - coordinating through the Resident Coordinator process or the UN REACH facilitation partnership,
- Civil Society Organizations align behind country-led efforts for scaling-up nutrition by establishing their own sub-platform, then constructively (and transparently) engaging with Government and other partners,

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<sup>7</sup> SUN Movement Strategy, 2012 - 2015

- Businesses demonstrate their commitment to support country led-efforts for scaling-up nutrition by constructively engaging with the Government and other partners in a principled way and then behaving in a responsible and transparent manner;
- Each SUN country has established a platform for the engagement of multiple sectors and stakeholders
- Sharing of experiences from one country setting to another.

The Stewardship study also recommended that a small SUN Movement Secretariat should be set up. The SRSG-FSN was asked, by the Secretary General, to serve as Coordinator of the Movement and to form a SUN Movement Secretariat. By November 2012, this was staffed by five Policy Advisors in Geneva, with support from the Chief of staff of HLTF Coordination Team and the Advisor on relations with Civil Society, based in Rome, and a Senior Liaison Officer in New York. Funds are being mobilised to cover the costs of the Secretariat – as of November 2012 contributors include Ireland, UK, Canada, the Netherlands, France and the EC. The Secretariat facilitates linkages between SUN country requests and SUN Networks; helps to track country processes; supports high level advocacy and resource mobilisation; enables the Lead Group to develop an accountability framework to deliver results for the SUN Movement; ensures effective communication between Networks and SUN countries and helps connect SUN countries with donors to increase their likelihood of mobilising funds.

As political momentum for scaling up nutrition continues to grow, and more countries are committing to the Movement, demands upon the SUN Movement Secretariat are increasing. The Stewardship Study recommended that the SUN Secretariat should be strengthened and provided with adequate and predictable funding to perform optimally. Further recruitments are underway with the eventual aim of having seven full-time Policy Advisors in addition to the SUN Coordinator. Funding for the Secretariat will have a magnifying effect; transforming the nutrition agenda and offering the chance of a better, more productive life to children born each year in countries most severely afflicted by under-nutrition. By increasing the rate of stunting reduction over the next 15 years, around 450 million children could be saved from being affected by stunting.<sup>8</sup>

## Stakeholders

Stakeholders	Role and Participation
1. European Commission	Funding agency for the Action and ensures that the outputs and implementation process meets with the objectives
2. UNDP/SUN Movement Secretariat	Recipient of resources for the implementation of the Action. Ensure timely delivery of inputs and expected outputs adding value to the expected overall impact of the Action on nutrition.
3. Direct beneficiaries	Optimise the use of the resources allocated to the Action and through the activities of the Secretariat. Government partners together with global networks are expected to share best practices, tools and their expertise in view of the close affinity of the proposed Action with the successful outcomes of their nutrition programmes.
4. Final Beneficiaries	Children under two years and pregnant lactating women in SUN countries. Women (not only lactating women) will be key

<sup>8</sup> Save the Children (2012), *A Life free from Hunger: Tackling Child Malnutrition*, London UK



Stakeholders	Role and Participation
	stakeholders as they have a direct role in household nutrition, and will therefore also be specifically targeted beneficiaries.
5.International Agencies such as UN and INGOs	The Action sees them as important stakeholders in view of the opportunities to enhance synergies with parallel development initiatives for mutual benefit.

Additionally the SUN Movement Secretariat will support the exchange of information and experiences between the Networks and regional initiatives on nutrition aimed at increasing the commitment of governments and development partners to nutrition-related policies and investments.

Special attention will be given to the involvement of the humanitarian actors working in nutrition. The SUN Movement Secretariat will work towards a closer liaison between the SUN Networks and the stakeholders active in the Global Nutrition Cluster.

## **OBJECTIVES, RESULTS AND ACTIVITIES**

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### **Justification**

Nutrition is taking an increasingly central position on the world stage. There are a number of reasons for this. Firstly, as reported by the World Bank in April 2012, the global economic crises and food price hikes have delayed progress in meeting the Millennium Development Goals (MDGs) related to food and nutrition.<sup>9</sup> Good nutrition is critical to meeting the MDGs but progress in improving nutrition has been extremely slow. The number of under-nourished people has risen steadily since 1995 to nearly 1 billion in 2009.<sup>10</sup> Although the percentage of children categorised as under-weight (low weight for their age) fell from 33% in 1990 to 26% in 2006, the MDG1 global target of 16.5% will probably not be met by 2015. Globally, the rate of stunting (chronic under-nutrition resulting in children who are short for their age) has decreased by just 0.6 percentage points per year since 1990. Today, around 165 million children under 5 years are stunted, and 90% of these children, live in 36 countries alone.<sup>11</sup>

Secondly, there is clear evidence that levels of under-nutrition can be substantively reduced through a set of well-tested and low-cost direct nutrition interventions when combined with development strategies that specify nutritional outcomes as key goals, hence the increased focus on nutrition sensitivity in agriculture, social protection, education, women’s affairs, employment generation, rural development and poverty alleviation. In May 2012, a group of leading economists, including four Nobel Laureates, found that fighting malnourishment should be the top priority for those seeking to invest in global welfare<sup>12</sup>. The Copenhagen Consensus 2012 quoted new research that showed that for just US\$100 per child, interventions including micronutrient provision, complementary foods, treatments for worms and diarrhoeal diseases, and behaviour change programmes could reduce chronic stunting by 36% in developing countries. The expert panel noted that the educational benefits as well as the health benefits should be taken into consideration. Even in very poor countries and using very conservative assumptions, each dollar spent reducing chronic under-nutrition has at least a US\$30 payoff.

<sup>9</sup> The World Bank. Global Monitoring Report 2012: Food Prices, Nutrition, and the Millennium Development Goals. 2012.

<sup>10</sup> FAO, State of Food Insecurity 2011, Rome 2011.

<sup>11</sup> Bhutta, Z.A. et al for the Maternal and Child Undernutrition Study Group. Maternal and Child Undernutrition 3. *What works? Interventions for the maternal and child undernutrition and survival*. Lancet Series. 2008.

<sup>12</sup> Copenhagen Consensus 2012. May 14, 2012. Copenhagen.

The SUN Framework highlights that the foundation for a healthy and productive life is established in the 1,000 days between the start of a woman's pregnancy and her child's second birthday. Tackling under-nutrition during this critical window of opportunity can yield a high return on investments by: reducing infant and young child mortality; improving intellectual, physical and social development over the long-term; improving health and reducing the burden on the health care systems; increasing school attendance and educational attainment; and improving the economic prosperity of nations by an estimated 2-3 per cent in Gross Domestic Product (GDP).<sup>13</sup>

## **Action Objectives**

### **i. Overall Objective**

The **Overall Objective** of the present Action is that the Movement for Scaling-Up Nutrition (SUN) achieves its vision<sup>14</sup> and fulfils its mission<sup>15</sup> by addressing immediate and underlying causes of under-nutrition in a way that empowers women, so contributing to the Millennium Development Goals and to the global targets established by the 2012 World Health Assembly.

### **ii. Specific Objective**

The **Specific Objective** is to strengthen the SUN Movement Secretariat so that it can support the Movement in its efforts to maintain nutrition high on the international development agenda and to enable each SUN country to achieve progress against their commitments for the reduction of under-nutrition.

More precisely, the Specific Objective of the Action is to enable the SUN Movement Secretariat to support SUN stakeholders to work together for the successful achievement of the four strategic objectives they are pursuing at country level<sup>16</sup>: (i) create an enabling political environment, with strong in-country leadership, and a shared space (multi-stakeholder platforms) where stakeholders align their activities and take joint responsibility for scaling up nutrition; (ii) establish best practice for scaling up proven interventions, including the adoption of effective laws and policies; (iii) align actions around high quality and well-costed country plans, with an agreed results framework and mutual accountability; (iv) increase resources, directed towards coherent, aligned approaches.

## **Expected results and main indicators**

The Action envisages the continued evolution of the Movement as a functioning multi-stakeholder mechanism that will contribute to societies and their nations realising their right to food and achieving optimal nutritional status especially in the 1,000 day window of opportunity.

The Action is supporting the SUN Movement Secretariat to fulfill its role as stated in the SUN Movement revised Roadmap: (a) enable the Lead Group to exercise accountable stewardship over the Movement, (b) ensure that SUN Government Focal Points have access to the resources needed by their countries and (c) assist the Networks to respond in a timely and effective way to requests for assistance and ensure that Network Activity Plans are coherent, coordinated and delivered.

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<sup>13</sup> Horton, S. et al. *Scaling up nutrition. What will it cost?* World Bank. 2010.

<sup>14</sup> SUN Movement Strategy 2012 - 2015

<sup>15</sup> SUN Movement Revised Road Map 2012

<sup>16</sup> SUN Movement Strategy 2012 - 2015

The expected results of the Action are the following:

Result Area 1: The *SUN Movement Lead Group* exercises stewardship over the Movement, sustains the political attention to under-nutrition and increases 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 realizing its objectives.

Result Area 3: Stakeholders from self-governing and 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 indicators, baseline and targets to appreciate the progress of the SUN Movement as a whole, and of each of its functioning elements (Lead Group, Networks of Countries and Stakeholders, SUN Movement Secretariat) will be specified in the Accountability Framework to be developed during early activities of the Action.

It is anticipated that specific indicators of success of the SUN Movement, linked to the processes and outcomes listed above, will include the following.

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:

- 40% reduction of the global number of children under five who are stunted;
- Reducing and maintaining child wasting to less than 5%;
- 030% reduction of low birth weight;
- No increase of child overweight;
- 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%.

and

- Increased access to affordable nutritious food, clean water, sanitation, healthcare and social protection.

The corresponding Sources of Verification will be:

- SUN Movement Progress Reports
- Country / UN SCN reports on nutrition
- FAO Index
- National Representative Surveys: Demographic and Health Surveys (DHS), Multiple Indicator Cluster Survey (MICS - UNICEF), Standardized Monitoring & Assessment of Relief & Transitions Survey (SMART)

The MEASURE Demographic and Health Surveys (DHS) Project is responsible for collecting and disseminating accurate, nationally representative data on health and population in developing countries. The project is implemented by Macro International and is funded by the

United States Agency for International Development (USAID) with contributions from other donors such as UNICEF, UNFPA, WHO, and UNAIDS. A key reference of nutrition indicators is the UNICEF-USAID-WHO reference document: Indicators for assessing infant and young child feeding practices<sup>17</sup>.

The DHS is highly comparable to the Multiple Indicator Cluster Surveys of UNICEF and the technical teams developing and supporting the surveys are in close collaboration.

## **Activities per result**

### ***Result 1 focuses on activities related to the support to the SUN Lead Group.***

**Activity 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.

The Secretariat will organise effective interactions between the SUN Movement Coordinator and the SUN Country Network, the SUN Stakeholder Networks, ad hoc task teams, and the Lead Group, prepare updates for the Lead Group on the progress of the SUN Movement Strategy and identify challenges and opportunities to improve implementation. Specific tasks of the Secretariat are to:

- (a) Enable the Lead Group to track implementation of the SUN Movement Strategy, by organising twice yearly meetings of the Lead Group, reporting on a monthly basis to the Lead Group Chair, preparing 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) Facilitate the development and dissemination of a manifesto that indicates the contribution of the Lead Group to the SUN Movement (based on the SUN Movement strategy), updated are disseminated twice yearly;
- (d) 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;

Indicators for this activity include<sup>18</sup>:

- (i) SUN Movement Strategy agreed by the Lead Group disseminated throughout the Movement and updated as appropriate.
- (ii) Lead Group members discuss progress of and give directions to the SUN Movement during meetings prepared by Secretariat twice a year;
- (iii) The Manifesto of SUN Movement Lead Group is released in 2013 and updated

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<sup>17</sup> [http://www.who.int/maternal\\_child\\_adolescent/documents/9789241596664/en/index.html](http://www.who.int/maternal_child_adolescent/documents/9789241596664/en/index.html)

<sup>18</sup> Key Performance Indicators are included in the Logframe – Overall final list of indicators will be confirmed in the inception report.

- regularly thereafter;
- (iv) Annual operating plans for the Movement are developed, implementation is monitored and the information is presented in reports to the Lead Group

**Activity 1.2.:** Provide assistance to Lead Group Members – and the Movement as a whole - to undertake effective resource mobilisation for addressing under- nutrition.

The SUN Secretariat – supported by a Task Team on Resource Mobilisation set up on ad-hoc basis by the Secretariat - will work with SUN Networks, particularly the donor network and the SUN Country network, to establish systems for tracking financial investments in nutritional outcomes and develop briefings for members of the Lead Group to advocate for increased financing for nutrition. Key tasks for the Secretariat are:

- (a) Develop a 2000-word document that describes the investment case for nutrition designed initially for Members of the Lead Group but suitable for use throughout the Movement;
- (b) 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;
- (c) Ensure that all advocacy messages and resource mobilisation strategies of the Movement are sensitive to the gender dimensions of nutrition and recognise the importance of women's empowerment for improvements of the nutrition of populations;
- (d) 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;

Indicators for this activity include:

- (i) Investment case for nutrition used by Lead Group members and disseminated throughout the Movement;
- (ii) Consistent method for tracking financial investments in nutritional outcomes developed and disseminated throughout the Movement;
- (iii) Use of the method for tracking financial investments in nutritional outcomes monitored and reported to the Lead Group.

**Activity 1.3.:** Provide assistance to Lead Group Members to oversee the accountability of the overall SUN Movement.

The Secretariat will develop an Accountability Framework – based on the Operating Plan - in consultation with the SUN Lead Group, Networks and Countries. The Secretariat will monitor progress against the Framework, prepare reports that identify issues and challenges, propose actions that will enable the Lead Group to improve implementation and contribute to a continuous and formative evaluation of the SUN Movement through outcome mapping and/or similar processes.

Key tasks for the Secretariat are:

- (a) 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 have it approved by the Lead Group in 2013;
- (b) 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;
- (c) Provide monitoring reports and commentaries (written and verbal) submitted to the Lead Group at its twice yearly meetings that assist members to interpret and review the reports, identify issues and challenges and propose actions that will improve implementation of the SUN Strategy;
- (d) Organise a Mid-Term Evaluation of the activities of the SUN Movement Secretariat taking place before end of 2014;

Indicators for this activity include:

- (i) Accountability Framework of the SUN Movement endorsed by the Lead Group in 2013;
- (ii) Monitoring reports provided to Lead Group twice a year;
- (iii) Baseline for evaluation of the SUN Movement agreed by Lead Group.

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

The Secretariat will identify high-level advocacy opportunities for the Lead Group and facilitate participation in selected policy arenas, prepare advocacy messages and briefings on progress within SUN countries and stakeholder networks, and ensure the support of people within the Movement who are serving as effective nutrition advocates or champions. Key tasks for the Secretariat are:

- (a) Develop – and update regularly (at least every quarter) - 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 at least two events per month;
- (b) Develop and update regularly (at least bi-annually) a 1000 word message sheet for Lead Group members which reflects the significance of scaling up nutrition and the key principles of the SUN Movement;
- (c) Ensure that the message sheet includes appropriate references to a) the gender dimensions of under nutrition and b) women's empowerment for improved nutrition outcomes,
- (d) Prepare detailed briefs for Lead Group members to help them be effective advocates – including a) details of SUN Progress in countries b) progress within the stakeholder networks and c) strategic opportunities and challenges,
- (e) Identify up to 20 nutrition champions throughout the Movement (10 in 2013): equip them with advocacy materials, empower them to be effective, monitor their achievements, and ensure that they are closely linked to the Lead Group

Indicators for this activity include:

- (i) Key advocacy messages are prepared for Lead Group members, tailored to specific audiences as needed;
- (ii) Inventory of high level advocacy kept updated and shared with the SUN

- Networks and others through the SUN Website;
- (iii) Nutrition (and SUN) is referred to within global agendas in ways that identify deliverables, encourage commitments from major stakeholders and indicate accountability for impact;

***Result area 2 relates to bringing specific support to the SUN Countries.***

**Activity 2.1.:** Support SUN countries to ensure they have timely access to the technical expertise they need.

The Secretariat will enable SUN countries to access expertise to negotiate, standardise and validate (i) the design, expected results, implementation plan and resource requirements of local and national plans for SUN, (ii) their systems for data collection and collation to monitor in-country progress, and (c) demonstrations of national achievements: processes (including preparedness for scaling up), outcomes and impact.

The Secretariat will monitor the country-level and global network responses to in-country requests and highlight constraints to (and opportunities for) increasing the alignment of external support to national priorities and plans. The Secretariat will sustain commitments to the principles of the SUN Movement through facilitating mechanisms by which Country Focal points in the SUN Country Network can share experiences and progress on scaling up nutrition, communicate country needs with other SUN networks, share their experiences and progress with the Lead Group.

Key tasks for the Secretariat include:

- (a) Ensure that SUN Country Government Focal Points within the SUN Country Network work together effectively, establishing their working methods, and agreeing on their Terms of Reference, milestones and expected results in line with the principles of engagement in the SUN Movement - during first half of 2013 and updated as necessary;
- (b) Equip the SUN Country Government Focal Points and their in-country supporting teams to catalyse functioning Multi-Stakeholder Platforms, to seek legislative endorsement, to negotiate Common Results Frameworks and to encourage alignment of programmes and (human and financial) resources;
- (c) 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: this involves organizing six-weekly teleconferences; organising meetings/teleconferences linking the Country network to members of the Lead Group at least once every year and with the Networks at least once every four months;
- (d) Ensure that SUN Country Government Focal Points and interested members of their in-country supporting teams activate ad-hoc working groups to address shared constraints and have access to technical expertise from Global Networks and other parts of the SUN Movement – response in a month, action within three months;
- (e) 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 ;
- (f) 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.

- (g) Respond within a month to countries that are committed to Scaling Up Nutrition and are requesting to become active members of the Movement;
- (h) Engage SUN Country Government Focal Points in strategic discussions at least every six months, including on mutual accountability, conflict of interest issues, validation of plans and data, and alignment of external support to national priorities;
- (i) Engage SUN Country Government Focal Points in any global consultations for updating the SUN Movement Strategy and evaluating progress.

Indicators for this activity include:

- (i) Working methods of the SUN Country Network agreed in 2013 and updated as necessary;
- (ii) Members of the SUN Country Network agree to the Principles of Engagement in the SUN Movement
- (iii) Milestones for the SUN Movement identified and agreed on by members of the SUN Country Networks;
- (iv) SUN Country Network six-weekly teleconferences are arranged, enjoy over 90% participation (with non-participants contacted independently), minutes shared within two weeks and all follow-up action executed within a month of each call;
- (v) 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

### **Activity 2.2.:** Track progress in SUN countries

The Secretariat will do so by regularly consulting with Country Focal Points in the SUN Country Network, encouraging them to develop proposals for the Common Results Framework, to agree it and to produce data in conjunction with all in the national multi-stakeholder platform – the donor convenor(s); civil society alliance(s); the in-country SUN business convenor; UN systems agencies, the World Bank and the REACH partnership, and then to share this more widely through the relevant SUN stakeholder Networks. The Secretariat will support SUN Countries to demonstrate their progress in scaling up nutrition through annual reports that highlight their progress towards reaching their national targets, their national – costed - policies to scale up nutrition, their work with the donor convener and multi stakeholder platforms, and case-studies of best practices. These will also be shared on the SUN Movement website. The Secretariat will assist the multi-stakeholder platforms in SUN countries to validate their strategies and plans, their estimates of resource needs, systems for collecting data on progress and assessments of process, outcomes and impact.

This implies that the Secretariat will:

- (a) Ensure that – within a year of a country joining the Movement - common results frameworks are developed, agreed and endorsed by all stakeholders and sectors within the multi-stakeholder platform of each SUN country with the help of REACH and other relevant partners.
- (b) Enable SUN Country Government Focal Points and representatives from the multi-stakeholder platforms to jointly to develop and update (annually) their Country Fiches



- (providing details of progress of the four processes mentioned in the SUN Strategy) to demonstrate their progress in Scaling Up Nutrition
- (c) 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
  - (d) Ensure SUN Country Government Focal Points can access resources that enable them to develop and validate (i) plans and strategies for scaling up nutrition and estimates of requirements to implement them (including capacity development); (ii) systems for monitoring investments, activities and progress; (iii) data on processes underway, as well as outcomes and impact achieved.
  - (e) Within one month of it being received, review joint reports coming from SUN Country Government Focal Points and representatives from the multi-stakeholder platforms to seek assurances of quality, consistency and credibility

Indicators for this activity include:

- (i) Country results frameworks, targets and indicators are established in SUN countries;
- (ii) Country fiches containing credible information are regularly updated and disseminated among members of the SUN Movement, with other partners and with the general public (through the SUN website)
- (iii) Country case studies are produced and published with agreement from country focal points and backing from stakeholders in the SUN Movement;
- (iv) Country policies, strategies, plans and programs 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)

### ***Result 3 focuses on activities related to the SUN Movement Stakeholder Networks and Task Teams***

**Activity 3.1.:** Ensure that the four SUN stakeholder networks (civil society, donor, business, UN system) provide an optimal service when receiving and responding to requests identified by governments and other stakeholders within SUN countries.

By end of first quarter 2013 the SUN Secretariat will have ensured that all stakeholder Networks have systems for internal Governance that permit internal accountability, that the Networks are aligned to the overall SUN Movement Strategy through precise terms of reference, work plans and frameworks for accountability; that their activities are reflected in the SUN Movement website, and that they contribute to all elements of the annual SUN Movement progress report.

The Secretariat will establish and run Task Teams that enable all parts of the Movement to access standardised guidance on relevant issues that are key to overall effectiveness. Those identified within the revised Road Map include (a) access to knowledge, learning opportunities and capacity development, with a focus on learning within and between SUN countries; (b) messaging, advocacy and communications (including the website) with a focus on the SUN website; (c) updating and applying the Principles of engagement that apply to all entities that adhere to and engage within the SUN Movement; (d) prevention and management of conflicts of interest within the SUN Movement; and (e) options for countries for mobilising resources to Scale Up Nutrition. The Secretariat will establish specifications for other Task Teams as

needed.

Tasks for the Secretariat include:

- (a) Organise and conduct meetings between Network facilitators once every 2 months 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;
- (b) Participate in meetings of individual Networks to establish ways in which they can respond to country needs in a fully transparent manner;
- (c) 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;
- (d) Ensure Terms of Reference, Governance Structures, Expected Results and Principles of Engagement are aligned across the Networks;
- (e) Ensure effective operation of the SUN Movement website as a tool for advocacy, communications, and coordination among networks and Lead Group members;
- (f) Ensure development of the first set of five Task Teams before end of first half of 2013, monitor their work and report to the Networks and Lead Group on their efficacy across the movement, adapt them in the light of changing needs;
- (g) Ensure full involvement of the Networks in the work of the Task Teams.

Indicators for this activity include:

- (i) Terms of Reference for all SUN Networks agreed before mid-2013 and subject to annual review;
- (ii) Principles of governance and responsible engagement for all Networks endorsed by mid-2013 and subject to annual review;
- (iii) Network facilitators identified and means found to ensure their remuneration and professional support;
- (iv) Bi-monthly teleconferences between Network Facilitators organised and summary notes shared;
- (v) Plans for Task Teams updated at six monthly intervals with close tracking of establishment, effectiveness, utility and adaptation.

**Activity 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;

The Secretariat will – every 6 – 8 weeks – interact with the Networks and monitor their progress against agreed milestones as set out in each network’s strategy and plan for governance and internal accountability mechanisms. The monitoring will include assessments of Network members’ responsiveness to requests from countries, as well as Networks’ assessments of specific needs.

To this end the Secretariat will convene Network meetings and teleconferences, prepare quantitative accounts of meetings and an annual report on the stakeholder Networks. Meetings will review developments and assess best practices within the Networks: they will also serve as an opportunity for discussions of strategic issues. Operational discussions among members of individual Networks will involve the Secretariat only on request. The Secretariat will assist in the identification of opportunities to encourage dialogue that engage new actors within the networks.

This implies that the Secretariat must:

- (a) Organise meetings of Network facilitators and interactions with the stakeholder and country Networks
- (b) Monitor progress of Networks against their milestones including those for governance (ensuring that Network governors effectively reflect the interests of members) and internal accountability (overall responsiveness of Network members to the opportunities and challenges presented by country Focal Points)
- (c) Monitor responses of Networks to individual requests from SUN countries, as well as to the individual results' frameworks developed by the countries
- (d) Involve Networks in strategic discussions about the Movement and in the development of Network progress reports.

Indicators for this activity include:

- (i) Progress report of stakeholder networks updated on an annual basis
- (ii) SUN Networks update briefs on their work six weekly and publish on the SUN Movement website
- (iii) Internal communications and minutes of Network meetings demonstrate the extent to which Networks respond to country needs
- (iv) Country Network invited to comment on work of the other Networks

### **Activity 3.3.:** Support to the functioning of the SUN Multi Partner Trust Fund

The Secretariat will support the efficient functioning of the SUN Multi Partner Trust Fund (MPTF) as an interim measure for providing catalytic funds to civil society groups by reviewing proposals for consistency with agreed SUN principles and MPTF criteria, triangulating information with relevant stakeholders, ensuring that reports are shared widely, and brokering potential involvement in the MPTF and successor arrangements from interested donors and implementing partners. For this activity the Secretariat will need to

- (a) Review proposals submitted by requesting entities for consistency with agreed SUN principles and MPTF criteria
- (b) Triangulate information with appropriate SUN Networks, stakeholder groups and in-country actors including SUN Government Focal Points and donor conveners.
- (c) Assess and compile lessons-learned from the programme and initiatives supported;
- (d) Develop and implement an effective knowledge management system linked to the SUN website;
- (e) Facilitate independent evaluations, as needed;
- (f) Broker potential involvement in the MPTF and successor arrangements from interested donors and implementing partners

Indicators for this activity include:

- (i) MPTF Management Committee agree on Terms of Reference and Rules of Procedures for the running of the fund, and clear criteria for funding priorities.
- (ii) SUN Secretariat provides recommendations to the MPTF Management Committee on the feasibility of the proposals.
- (iii) Funding for proposals agreed by the MPTF management committee are disbursed
- (iv) Reports (narrative and financial) prepared by the MPTF Office are available online
- (v) Briefing materials for the Lead Group on activities supported by the MPTF prepared

on a bi-annual basis

### **Project Beneficiaries and Target Group**

The main beneficiaries will be the children under two years and the pregnant lactating women in the SUN countries. It is expected that the momentum generated by the SUN Movement will have a global effect and contribute to increased efforts directed towards the nearly 165 million children affected by stunting, nearly half billion women in reproductive age affected by anaemia, around 20 million infants born with low weight and around 20 million children affected by severe acute malnutrition at any time. These are the direct beneficiaries of increased and aligned efforts of members of the SUN Movement and their partners at global and country level.

As of November 2012 there are 31 Governments directly engaged in the SUN Movement and more than 100 organizations involved, mostly from the donor community, UN system organizations, Non-Government Organizations and the business sector. The country membership will likely expand in the coming few months up to reach at least 33 countries by the end of 2012. The Civil Society Organization Network has progressively expanded its membership base, especially through the inclusion of networks of organizations at country level. In addition to the four UN Agencies with a direct mandate on nutrition, the UN Network membership is expanding by engaging other UN agencies that are involved in nutrition relevant policies such as UNDP for local development, UNIDO for business engagement, UN Women for the improvement of women's health and status, UNFPA for integration of demographic issues and ILO for employment. The Business Network is also likely to further expand although it will do so in a more staggered way to ensure that principles of responsible engagement are respected. As Networks are going to expand their membership, the SUN Movement Secretariat will increasingly work with Network facilitators and other coordinating bodies.

## IMPLEMENTATION TIMETABLE / WORK PLAN

Activities (as per draft Logframe) <i>Activities are mostly continuous and cover the full implementation period - only main milestones are represented</i>	Year 1	Year 2	Year 3
<b>Expected Result 1</b>			
1.1. Enable the SUN Movement Lead Group to exercise stewardship over the SUN Movement. <i>Milestone 1 Progress against Accountability Framework, Resource Mobilisation Strategy, and Network Activity Plans agreed and reviewed by Lead Group</i> <i>Milestone 2 M and E Framework developed and baseline conducted;</i>	1 2 3 4 5 6 7 8 9 10 11 12 1 2	1 2 3 4 5 6 7 8 9 10 11 12 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1
1.2. Lead Group members are enabled to undertake effective High Level Advocacy (at key events) <i>Milestone 1 G20 Summits (Russia)</i> <i>Milestone 2 EU Presidency</i> <i>Milestone 3 UN General Assemblies</i>	1 2 3 4 5 6 7 8 9 10 11 12 2 1 3	1 2 3 4 5 6 7 8 9 10 11 12 3	1 2 3 4 5 6 7 8 9 10 11 12 3
1.3 Enable the Lead Group to oversee the Accountability of the overall Movements <i>Milestone 1 SUN Progress Report 2012 produced and disseminated</i> <i>Milestone 2 SUN Progress Report 2013 produced and disseminated</i> <i>Milestone 3 SUN Progress Report 2014 produced and disseminated</i>	1 2 3 4 5 6 7 8 9 10 11 12 1	1 2 3 4 5 6 7 8 9 10 11 12 2	1 2 3 4 5 6 7 8 9 10 11 12 3
1.4 Enable the Lead Group to undertake effective resource mobilization for addressing under- nutrition <i>Milestone 1 Investment case for nutrition defined or updated</i>	1 2 3 4 5 6 7 8 9 10 11 12 1	1 2 3 4 5 6 7 8 9 10 11 12 1	1 2 3 4 5 6 7 8 9 10 11 12 1
<b>Expected Result 2</b>			
2.1 Catalyze support for SUN countries to enable them to sustain and honour their commitments to Scale Up Nutrition <i>Milestone 1 SUN Networks TORs and principles of engagement defined</i>	1 2 3 4 5 6 7 8 9 10 11 12 1	1 2 3 4 5 6 7 8 9 10 11 12	1 2 3 4 5 6 7 8 9 10 11 12
2.2 Track progress in SUN countries for scaling up nutrition <i>Milestone 1 Baseline Country Fiches prepared and agreed</i> <i>Milestone 2 Country Fiches updated and agreed</i> <i>Milestone 3 Country Fiches updated and agreed</i>	1 2 3 4 5 6 7 8 9 10 11 12 1	1 2 3 4 5 6 7 8 9 10 11 12 2	1 2 3 4 5 6 7 8 9 10 11 12 3
<b>Expected Result 3</b>			
3.1 Enable SUN stakeholder networks to be self-governing and internally accountable, to work in synergy with each other, to be responsive to country needs (CSOs, Donors, Business and Knowledge) and act responsibly <i>Milestone 1 Global Network meeting convened</i>	1 2 3 4 5 6 7 8 9 10 11 12 1	1 2 3 4 5 6 7 8 9 10 11 12 1	1 2 3 4 5 6 7 8 9 10 11 12 1
3.2 Monitor progress of SUN Networks <i>Milestone 1 Global Network reports prepared and agreed</i> <i>Milestone 2 Global Network reports prepared and agreed</i> <i>Milestone 3 Global Network reports prepared and agreed</i>	1 2 3 4 5 6 7 8 9 10 11 12 1	1 2 3 4 5 6 7 8 9 10 11 12 2	1 2 3 4 5 6 7 8 9 10 11 12 3
3.3 Support the Management Committee of the SUN Multi Partner Trust Fund (MPTF) <i>Milestone 1 Yearly report for impact of MPTF prepared for management committee</i>	1 2 3 4 5 6 7 8 9 10 11 12 1	1 2 3 4 5 6 7 8 9 10 11 12 1	1 2 3 4 5 6 7 8 9 10 11 12 1
<b>Other activities</b>			
Visibility			
Mid term and/or Final Evaluation			
Audit/ Verification mission			

## **LOCATION & DURATION**

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### **Location**

The SUN Movement Secretariat is based in Geneva, Switzerland, with staff based in New York (USA).

### **Duration**

The operational implementation phase of the Support to the SUN Movement is 36 months.

## **METHODOLOGY & IMPLEMENTATION STRATEGY**

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### **Methodology**

Building on the increased political commitment from national leaders to address under-nutrition among their people, the Scaling-Up Nutrition (SUN) Movement enables multiple stakeholders to converge in support of national strategies and plans for improving nutrition – integrating the delivery of specific nutrition interventions, especially for pregnant women and children under 2 years, with multi-sectoral policies that are sensitive to nutrition inside an overarching vision for development that is based on the right of all to access adequate food and nutrients.

At the request of the SUN Task Team the office of the SRSG-FSN initiated a temporary mechanism for stewardship of the SUN Movement – a multi-stakeholder Transition Team (based on the previous Task Team) with 5 results-focused Task Forces. Stakeholders anticipated the creation of a more permanent stewardship mechanism in mid-2011.

By January 2012, 27 countries had joined the movement, a country progress tracking system had been initiated, a first progress report had been developed and presented at a High Level meeting in the UN General Assembly September 2011, several national SUN meetings, as well as a global partners' meeting had taken place, the donor task force had established its own governance and tracking systems, the civil society task force had established a system for supporting national civil society efforts and raised funds for this (and the SRSG-FSN was asked to manage these funds by the first two donors), the UN Task Force had become embedded in the UN Standing Committee on Nutrition, the business task force had started to examine how it could contribute to national SUN efforts and the principles of engagement for different stakeholders within the Movement were initiated.

The 27-person High Level Lead Group (including European Commissioner Andris Piebalgs) was appointed by the Secretary-General in March 2012 and held its first meeting on April 10th. The Transition Team held its 12th, and final, meeting on April 26th 2012.

### **Management Arrangements, Organisation set-up and Responsibilities**

The Transition Team presented its Stewardship Plan for the three year period 2012 – 2015 to the UN Secretary-General in November 2011: later that month the Secretary-General established the SUN Lead Group March 2012 and appointed Anthony Lake (ED UNICEF) as Chair for three years. The SRSG-FSN was asked, by the Secretary General, to serve as Coordinator of the Movement and to form a SUN Movement Secretariat.

The small SUN Movement Secretariat, designed to be a short-term (until end of 2015) catalyst for accelerated support to the Lead Group, stakeholder Networks and SUN Countries, is being set up under the leadership of the SUN Movement Coordinator, the Special Representative of

the UN Secretary General for Food Security and Nutrition. The Secretariat is therefore intended to be a short term 3 year structure that will provide temporary assistance to the Lead Group, Networks and Countries to accomplish their advocacy, alignment, accountability and fund mobilisation objectives.

The SUN Movement Secretariat is now being staffed by one Policy Advisor, one Advisor on Advocacy and Communication, one SUN Network Advisor, two SUN Country trackers, with support from one liaison officer with the Office of the UN Secretary General. Funds are being mobilized to cover the costs of the Secretariat – As of November 2012 contributors include Ireland, UK, Canada, France and the Netherlands.

The full SUN Movement Secretariat will consist in:

- Professional Staff:
  - o 1 SUN Movement Coordinator / Assistant Secretary General dedicating half of his time on SUN
  - o 1 Strategy Advisor, leading the team of the SUN Movement Secretariat and advising the SUN Coordinator on sensitive issues
  - o 1 Policy Advisor
  - o 1 Advocacy and Communication Advisor
  - o 3 Country Trackers
  - o 2 Network Advisors
  - o 1 liaison person with the Office of the UN Secretary General and with the Office of the Chair of the SUN Lead Group– dedicating half of their time on SUN issues
- Administrative staff:
  - o 1 Chief Administrator in Geneva and 1 Administrator in New York
  - o 2 Administrative Assistants in Geneva and 1 administrative assistant in New York

### **Administrative & Financial Procedures**

The Action will be implemented by joint management through the signature of an agreement with UNDP. All contracts implementing the action including procurement of services and goods are awarded and implemented in accordance with the procedures and standard documents laid down and published by UNDP.

## **REPORTING, MONITORING & EVALUATION**

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### **Reporting**

Annual reporting to the European Commission will be done by the SUN Movement Secretariat. The inception report, which defines an adapted joint action plan of operations, will be presented six months after the start of implementation. It will also contain a revised budget if necessary.

Subsequently, jointly written annual implementation reports and requests for payment will be submitted to DEVCO. These reports shall consist of a narrative part and a financial part and will

be prepared following the indications provided in article 2 of the General Conditions of the Standard Contribution Agreement between the EU and UNDP.

## **Monitoring**

The EC and the Secretariat will hold regular meetings as to discuss progress made and address eventual modifications to the action stemming from changing environment. Where necessary, the Description of the Action, including the logical framework as well as the Budget of the Action will be amended accordingly.

The SUN Movement Secretariat will assist the SUN Networks to establish an efficient monitoring system to monitor the achievements of the results, in close cooperation with the relevant National Governmental bodies. A monitoring system will follow-up specific indicators to measure the achievement of activities, results and the specific objective as spelt out in the logical framework. According to the information collected in the inception phase, other indicators may be suggested in the inception report. Monitoring will be carried out as a periodic assessment of efficiency in the provision of inputs, activities undertaken, effectiveness in the delivery of results towards the Action's purpose, response of Direct Beneficiaries, quality of process and financial progress.

In case the programme requires significant changes in the course of its implementation to reach its objectives and results, or to adapt to unforeseen circumstances arising during implementation, a revision may be required to adjust the approved programme component and budget accordingly.

## **Evaluation**

A Mid-Term Evaluation (MTE) is scheduled to take place before the end of the second year of the Action. Independent mid-term and final evaluations will be conducted by external consultants contracted by UNDP, on specifically established terms of reference previously agreed with all donors and, as the case may be, other relevant stakeholders. An objective of the MTE will be to provide recommendations on how to sustain the benefits that have taken place during the first two years of the Action, and the MTE will contribute towards developing an exit strategy at the end of year three.

Subject to standard risk assessment, the European Commission may conduct verification or Results Oriented Monitoring missions, either directly, or through a qualified external representative acting on behalf of the EC and within the defined legal framework (notably, the Financial and Administrative Framework Agreement, the General Conditions to this Contribution Agreement and the Common Terms of Reference for Verification Missions).

## **ASSUMPTION, RISKS AND MITIGATION MEASURES**

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A fundamental assumption for the SUN movement is: Governments engaged in the SUN Movement have committed to scaling up nutrition. Similarly, all stakeholders engaged in the Networks at global level have committed towards the principles of the SUN Framework and SUN Roadmap. The basic assumption is that all stakeholders that are part of the SUN Movement have committed towards aligned efforts to support scaling-up nutrition or at least towards open and constructive dialogue. Other identified risks are listed in the table below.



<b>Risks</b>	<b>Probability (L, M, H)</b>	<b>Mitigating measures</b>	<b>Conditions to be met prior and during implementation</b>
In-country partners do not align behind country-led efforts	L	<ul style="list-style-type: none"> <li>• The Secretariat will consult with SUN country focal points to identify partners to facilitate additional consultations among in-country partners for increased transparency and mutual accountability so that alignment blockages can be solved (especially when validated plans and strategies have been already accepted).</li> <li>• If in-country solutions are not forthcoming and non-alignment is causing waste of resources and efforts, identified blockages are brought up to the attention of Lead Group’s members and other stakeholders in the SUN Movement (following triangulation of information).</li> <li>• Global Networks support their in-country constituency members to overcome blockages.</li> </ul>	<ul style="list-style-type: none"> <li>• Global Networks recognize alignment as a key principle of the SUN Movement engagement</li> <li>• SUN Focal Points are enabled to participate in global consultation processes for updating the SUN Movement strategy</li> </ul>
Commitments do not translate into actions at country level	M	<ul style="list-style-type: none"> <li>• Emphasis is placed on building on existing and accepted country priorities, programs and delivery systems instead of creating new plans and structures</li> <li>• Pre-existing financial commitments that adhere to aid effectiveness principles are honored before initiating new ones</li> <li>• Overall investments are measured against strong results framework that have been agreed across sectors and stakeholders</li> <li>• Emphasis is placed on leveraging resources across Government sectors and in-country stakeholders and on advocating for increased national annual budget commitments on nutrition specific actions, before looking for external funds.</li> </ul>	<ul style="list-style-type: none"> <li>• Commitments by Global Networks and investments are captured in a results framework</li> </ul>
Loss of interest from Lead Group	L	<ul style="list-style-type: none"> <li>• Leadership is built within SUN countries from the onset to create a strong consensus basis and ownership of the SUN Movement</li> <li>• Capacity for advocacy and</li> </ul>	<ul style="list-style-type: none"> <li>• The Lead Group ensures leaders and advocates in all SUN countries and</li> </ul>

Risks	Probability (L, M, H)	Mitigating measures	Conditions to be met prior and during implementation
		<p>communication is built within SUN countries from the onset to sustain political commitments at country and global level</p> <ul style="list-style-type: none"> <li>• The agenda of the Lead Group meetings is managed effectively and meetings are organized with a result oriented time-bound approach.</li> <li>• Effective monitoring and evaluation mechanisms for the SUN Movement are established to monitor progress. and measure success.</li> </ul>	<p>throughout the Movement</p>

(\*) Note: L=Low, M=Medium, H=High

## COMMUNICATION & EU VISIBILITY STRATEGY

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### Planned communication & publication activities

A cross-cutting Advocacy and Communications Plan is being developed setting out goals, objectives, key performance indicators and working structures. An Advocacy and Communications Task Team for the SUN Movement is being established to advise and share in advocacy and communication efforts to scale up nutrition both at country level and internationally. The Task Team will help to identify and support SUN Champions who can play a critical role in advocating for scaling up nutrition and communicating SUN key messages.

It is foreseen that awareness rising will be carried out through a series of information campaigns, press releases, press conferences, events, site visits, photo opportunities, leaflets/brochures/newsletters, and high-level visits to mark major milestones.

The SUN website will also be an important communication tool, that will regroup all major documents related to the activities and tracking system (briefs, country reports, general data).

### EU Visibility Strategy

The visibility of the EU will be promoted throughout the Action with a special emphasis during the events organised with the facilitation of the SUN Movement Secretariat, and its role will be underlined in all communications made by the Secretariat or with the support of the action. A budget of EUR 35,000 will be dedicated to Visibility Actions.

The SUN Movement Secretariat will be required to follow the Joint visibility guidelines for EC-UN Actions in the field. At the outset of the implementation, the Secretariat shall develop a communication and visibility plan that should subsequently be discussed and agreed with the EC.

## **SUSTAINABILITY**

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One of the key drivers of the SUN Movement is that much more, and smarter, investment is needed to ensure a real and sustainable improvement in nutrition. Facilitating the mobilization of adequate resources for nutrition will be an important supporting responsibility for the SUN Secretariat. The SUN Movement is completely owned by its direct stakeholders: over 100 international actors have formally subscribed to the SUN Framework; over 25 countries have joined the Movement; nearly 60 CSOs have committed to work together to support and encourage the scaling up of nutrition.

The dedicated SUN Movement Secretariat is foreseen to be active for a period of 36 months only. The Secretariat is designed to be a short-term catalyst for accelerated support to scaling up nutrition in countries committed to having nutrition at the core of equitable development and growth. In 2012 funds are being mobilized to cover the costs of establishing the Secretariat. As of November 2102 contributors include Ireland, United Kingdom (UK), Canada, France and the Netherlands. As funds become available the Secretariat's initial complement of staff is being strengthened so that it has the human capacities to fulfill its role.

**APPENDIX I: LOGICAL FRAMEWORK**

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

		Political attention to nutrition is sustained on international agendas such as the G8, G20, EU Presidencies, CFS and WHA	documents tracked on SUN website	
<b>Expected results</b>	Sustained political attention and increased investments for direct nutrition interventions and nutrition sensitive development. ( <i>SUN Movement Lead Group</i> )	<ul style="list-style-type: none"> <li>– SUN Lead Group meetings are held bi-annually to discuss progress of and provide direction to SUN Movement.</li> <li>– The SUN Movement Strategy and revised Road Map are endorsed, revised when needed and implemented by SUN Movement members.</li> <li>– Accountability Framework and Annual operating plans for the Movement are in place by April 2013 to enable timely, responsive and aligned of actions to scale up nutrition.</li> <li>– Development of figure for the costing of preventing a child from stunting helps build investment case and leads to an increase in resources committed to nutritional outcomes.</li> <li>– Increased domestic and international investments in nutrition are assessed through improved tracking mechanisms.</li> </ul>	<ul style="list-style-type: none"> <li>- Letters of commitment from Governments participating in the Movement</li> <li>- List of members supporting the SUN Strategy and revised Road Map</li> <li>- Minutes of Lead Group meetings</li> <li>- SUN Movement Accountability Framework</li> <li>- 2013 Manifesto of SUN Lead Group</li> <li>- M&amp;E Baseline, mid- term and final evaluation reports</li> <li>- OECD data</li> </ul>	<p>Lead Group maintains its interest in pursuing the objectives of the SUN movement</p> <p>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.</p> <p>SUN countries continue to prioritise nutrition.</p> <p>SUN Networks are functioning and its members are prepared to commit resources in order to be responsive to requests for assistance from SUN countries.</p>
	Increased capacity of <i>SUN Countries</i>	<ul style="list-style-type: none"> <li>– All SUN Countries have a functioning high level convening body for nutrition and an effective SUN Government Focal Point.</li> <li>– All SUN Countries have functioning in-country multi-stakeholder platforms (MSPs) with participation from key stakeholder groups and sectors.</li> <li>– All SUN Countries have a coherent policy and legal framework.</li> <li>– All SUN Countries have an agreed common results framework, to align efforts of government sectors and stakeholders, and which include an agreed</li> </ul>	<ul style="list-style-type: none"> <li>- SUN Network briefs and Network reports available on the website</li> <li>- Shared summary notes of bi-monthly teleconferences</li> <li>- updated SUN website</li> <li>- Country Common Results Frameworks</li> <li>- SUN Country Template</li> <li>- National Representative Surveys (DHS, MICS, SMART)</li> </ul>	<p>National governments lead the way in translating commitments into actions though high-level political support and prioritisation of nutrition at country level</p> <p>Political, financial or bureaucratic situation at country level do not hamper actions on nutrition</p> <p>SUN countries are supported in their actions by Lead group and SUN Networks as set out in agreed accountability framework and</p>

	<p>to coordinate and implement effective actions to Scale Up Nutrition.</p>	<p>implementation matrix linked to an M&amp;E framework and to estimates of financial requirements (including capacity building).</p> <ul style="list-style-type: none"> <li>– All SUN Countries are enabled to establish systems to monitor progress and accountability and enable impact.</li> <li>– SUN countries invest significantly more of their own resources for the reduction of under-nutrition.</li> <li>– Countries that join the SUN Movement progress along the SUN stages of preparedness.</li> </ul>	<ul style="list-style-type: none"> <li>- Ad hoc published surveys if validated</li> <li>- GINA WHO Database</li> <li>- NATSN FAO Database</li> </ul>	<p>activity plans</p> <p>SUN government Focal Points continue to engage with the SUN Secretariat</p> <p>SUN countries and network partners at country level commit and actively contribute to the in-country MSPs.</p>
	<p>Effective and accountable <i>SUN Networks</i> are able to respond to the needs of SUN Countries in a timely and effective way</p>	<ul style="list-style-type: none"> <li>– SUN Networks have agreed Terms of Reference, Governance Structures, Principles for Responsible engagements, Accountability Frameworks and Activity Plans that are implemented.</li> <li>– All SUN Networks are able to contribute to timely aligned and responsive actions in support of SUN countries.</li> <li>– SUN Network Convenors at country level are actively participating in Country multi-stakeholder platforms.</li> <li>– The SUN MPTF enables members of the civil society network to better participate in the Country multi-stakeholder platforms.</li> </ul>	<ul style="list-style-type: none"> <li>- Internal communications and minutes of network meetings demonstrate the extent to which Networks respond to country needs</li> <li>- Network Terms of reference, Governance Structures, Activity Plans, Accountability Frameworks</li> <li>- Progress report of stakeholder networks updated on an annual basis available on SUN Website</li> <li>- Reports (narrative and financial) prepared by the MPTF Office are available online</li> </ul>	<p>In-country partners do align behind country-led efforts</p> <p>SUN Networks are functioning and its members are prepared to commit resources and prioritise SUN (within their own organisations' workplans) in order to deliver the collective action necessary to achieve the SUN Strategy.</p> <p>SUN Networks agree on their own principles of engagement</p> <p>The Secretariat's role is recognized by SUN stakeholders including SUN countries and receives financial support from donors</p> <p>SUN Network facilitators are able to act as catalysts within their own Networks</p> <p>SUN countries continue to work with multi-stakeholder platforms.</p>

Activities per Result	Activities	Details of Activities	Indicators of activities
<p><b>1.</b> <i>Activities related to the support to the SUN Lead Group</i></p>	<p>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</p>	<p>(a) Enable the Lead Group to track implementation of the SUN Movement Strategy, by organising twice yearly meetings of the Lead Group, reporting on a monthly basis to the Lead Group Chair, preparing 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;</p> <p>(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;</p> <p>(c) Facilitate the development and dissemination of a manifesto that indicates the contribution of the Lead Group to the SUN Movement (based on the SUN Movement strategy), updated are disseminated twice yearly;</p> <p>(d) 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;</p>	<p>(i) SUN Movement Strategy agreed by the Lead Group disseminated throughout the Movement and updated as appropriate.</p> <p>(ii) Lead Group members discuss progress of and give directions to the SUN Movement during meetings prepared by Secretariat twice a year;</p> <p>(iii) The Manifesto of SUN Movement Lead Group is released in 2013 and updated regularly thereafter;</p> <p>(iv) Annual operating plans for the Movement are developed, implementation is monitored and the information is presented in reports to the Lead Group</p>
	<p>1.2. Provide assistance to Lead Group Members – and the Movement as a whole - to undertake effective resource mobilization</p>	<p>(a) Develop a 2000-word document that describes the investment case for nutrition designed initially for Members of the Lead Group but suitable for use throughout the Movement;</p> <p>(b) 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;</p> <p>(c) Ensure that all advocacy messages and resource mobilisation strategies of the Movement are sensitive to the gender dimensions of nutrition and recognise the importance of women's empowerment for improvements of the nutrition of populations;</p> <p>(d) Establish a consistent method for tracking financial investments in nutritional outcomes by September 2013; encourage and track progress of its</p>	<p>(i) Investment case for nutrition used by Lead Group members and disseminated throughout the Movement;</p> <p>(ii) Consistent method for tracking financial investments in nutritional outcomes developed and disseminated throughout the Movement;</p> <p>(iii) Use of the method for tracking financial investments in nutritional outcomes monitored and reported to the Lead Group.</p>

	n for addressing under-nutrition,	application through the SUN countries and make the results available to the Lead Group	
<i><b>1 - Activities related to the support to the SUN Lead Group</b></i>	1.3. Provide assistance to Lead Group Members to oversee the accountability of the overall SUN Movement	<p>(a) 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 have it approved by the Lead Group in 2013;</p> <p>(b) 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>(c) Provide monitoring reports and commentaries (written and verbal) submitted to the Lead Group at its twice yearly meetings that assist members to interpret and review the reports, identify issues and challenges and propose actions that will improve implementation of the SUN Strategy;</p> <p>(d) Organise a Mid-Term Evaluation of the activities of the SUN Movement Secretariat taking place before end of 2014</p>	<p>(i) Accountability Framework of the SUN Movement endorsed by the Lead Group in 2013;</p> <p>(ii) Monitoring reports provided to Lead Group twice a year;</p> <p>(iii) Baseline for evaluation of the SUN Movement agreed by Lead Group.</p>
	1.4. Enable Lead Group members to undertake effective High Level Advocacy	<p>(a) Develop – and update regularly (at least every quarter) - 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 at least two events per month;</p> <p>(b) Develop and update regularly (at least bi-annually) a 1000 word message sheet for Lead Group members which reflects the significance of scaling up nutrition and the key principles of the SUN Movement:</p> <p>(c) Ensure that the message sheet includes appropriate references to a) the gender dimensions of under nutrition and b) women's empowerment for improved nutrition outcomes,</p> <p>(d) Prepare detailed briefs for Lead Group members to help them be effective advocates – including a) details of SUN Progress in countries b) progress within the stakeholder networks and c) strategic opportunities and challenges,</p> <p>(e) Identify up to 20 nutrition champions throughout the Movement (10 in 2013): equip them with advocacy materials, empower them to be effective, monitor their achievements, and ensure that they are closely linked to the Lead Group</p>	<p>(i) Key advocacy messages are prepared for Lead Group members, tailored to specific audiences as needed;</p> <p>(ii) Inventory of high level advocacy kept updated and shared with the SUN Networks and others through the SUN Website;</p> <p>(iii) Nutrition (and SUN) is referred to within global agendas in ways that identify deliverables, encourage commitments from major stakeholders and indicate accountability for impact;</p>



<p style="text-align: center;"><b>2 – Activities related to bringing specific support to the SUN Countries</b></p>	<p>2.1. Support SUN countries to ensure they have timely access to the technical expertise they need</p>	<p>(a) Ensure that SUN Country Government Focal Points within the SUN Country Network work together effectively, establishing their working methods, and agreeing on their Terms of Reference, milestones and expected results in line with the principles of engagement in the SUN Movement - during first half of 2013 and updated as necessary;</p> <p>(b) Equip the SUN Country Government Focal Points and their in-country supporting teams to catalyse functioning Multi-Stakeholder Platforms, to seek legislative endorsement, to negotiate Common Results Frameworks and to encourage alignment of programmes and (human and financial) resources;</p> <p>(c) 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: this involves organizing six-weekly teleconferences; organising meetings/teleconferences linking the Country network to members of the Lead Group at least once every year and with the Networks at least once every four months;</p> <p>(d) Ensure that SUN Country Government Focal Points and interested members of their in-country supporting teams activate ad-hoc working groups to address shared constraints and have access to technical expertise from Global Networks and other parts of the SUN Movement – response in a month, action within three months;</p> <p>(e) Maintain a tracking system to ensure reliable and timely identification of constraints and gaps in scaling up nutrition based on joint report from the SUN multi-stakeholder platforms, update this information every two months, share it with all SUN Movement Networks and the Lead Group; follow up, with news of progress at six monthly intervals ;</p> <p>(f) Prepare and disseminate SUN Country Briefs at regular intervals so that – when requests from SUN Countries are agreed by in-country platforms – country needs are made explicit to stakeholder networks, and track the country-level and global network responses to these requests.</p> <p>(g) Respond within a month to countries that are committed to Scaling Up Nutrition and are requesting to become active members of the Movement;</p> <p>(h) Engage SUN Country Government Focal Points in strategic discussions at least every six months, including on mutual accountability, conflict of interest issues, validation of plans and data, and alignment of external support to national priorities;</p> <p>(i) Engage SUN Country Government Focal Points in any global consultations for updating the SUN Movement Strategy and evaluating progress.</p>	<p>(i) Working methods of the SUN Country Network agreed in 2013 and updated as necessary;</p> <p>(ii) Members of the SUN Country Network agree to the Principles of Engagement in the SUN Movement</p> <p>(iii) Milestones for the SUN Movement identified and agreed on by members of the SUN Country Networks;</p> <p>(iv) SUN Country Network six-weekly teleconferences are arranged, enjoy over 90% participation (with non-participants contacted independently), minutes shared within two weeks and all follow-up action executed within a month of each call;</p> <p>(v) Country-Briefs made available at six-weekly intervals to all stakeholders in the SUN Movement so as to enable aligned support behind country-led efforts and priorities</p>
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<p style="text-align: center;"><b>2 – Activities related to bringing specific support to the SUN Countries</b></p>	<p>2.2. Track progress in SUN countries</p>	<p>(a) Ensure that – within a year of a country joining the Movement - common results frameworks are developed, agreed and endorsed by all stakeholders and sectors within the multi-stakeholder platform of each SUN country with the help of REACH and other relevant partners.</p> <p>(b) Enable SUN Country Government Focal Points and representatives from the multi-stakeholder platforms to jointly to develop and update (annually) their Country Fiches (providing details of progress of the four processes mentioned in the SUN Strategy) to demonstrate their progress in Scaling Up Nutrition</p> <p>(c) Organise the preparation of case-studies and in-depth documentation of best practices by linking SUN countries with global members of the Movement and by facilitating the consultation process</p> <p>(d) Ensure SUN Country Government Focal Points can access resources that enable them to develop and validate (i) plans and strategies for scaling up nutrition and estimates of requirements to implement them (including capacity development); (ii) systems for monitoring investments, activities and progress; (iii) data on processes underway, as well as outcomes and impact achieved.</p> <p>(e) Within one month of it being received, review joint reports coming from SUN Country Government Focal Points and representatives from the multi-stakeholder platforms to seek assurances of quality, consistency and credibility</p>	<p>(i) Country results frameworks, targets and indicators are established in SUN countries;</p> <p>(ii) Country fiches containing credible information are regularly updated and disseminated among members of the SUN Movement, with other partners and with the general public (through the SUN website)</p> <p>(iii) Country case studies are produced and published with agreement from country focal points and backing from stakeholders in the SUN Movement;</p> <p>(iv) Country policies, strategies, plans and programs are shared by SUN countries and disseminated among members of the SUN Movement (in collaboration with SCN and other similar coordination groups), as well as with other partners and with the general public (through the SUN Movement website)</p>
<p style="text-align: center;"><b>3 - Activities related to the SUN Movement Stakeholder er Networks and Task Teams</b></p>	<p>3.1. Ensure that the 4 SUN stakeholder networks provide an optimal service when receiving and responding to requests identified by governments and other</p>	<p>(a) Organise and conduct meetings between Network facilitators once every 2 months 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;</p> <p>(b) Participate in meetings of individual Networks to establish ways in which they can respond to country needs in a fully transparent manner;</p> <p>(c) 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;</p> <p>(d) Ensure Terms of Reference, Governance Structures, Expected Results and Principles of Engagement are aligned across the Networks;</p> <p>(e) Ensure effective operation of the SUN Movement website as a tool for advocacy, communications, and coordination among networks and Lead Group members;</p> <p>(f) Ensure development of the first set of five Task Teams before end of first half of 2013, monitor their work and report to the Networks and Lead Group on their efficacy across the movement, adapt them in the light of changing needs;</p> <p>(g) Ensure full involvement of the Networks in the work of the Task Teams.</p>	<p>(i) Terms of Reference for all SUN Networks agreed before mid-2013 and subject to annual review;</p> <p>(ii) Principles of governance and responsible engagement for all Networks endorsed by mid-2013 and subject to annual review;</p> <p>(iii) Network facilitators identified and means found to ensure their remuneration and professional support;</p> <p>(iv) Bi-monthly teleconferences between Network Facilitators organised and summary notes shared;</p> <p>(v) Plans for Task Teams updated at six monthly intervals with close tracking of establishment, effectiveness, utility and adaptation.</p>

	stakeholders within SUN countries		
<b>3 - Activities related to the SUN Movement Stakeholder or Networks and Task Teams</b>	3.2. Ensure that strategies and actions of SUN Networks are in synergy with the overall SUN Movement strategy, and that they are monitored, reviewed and updated regularly	<p>(a) Organise meetings of Network facilitators and interactions with the stakeholder and country Networks</p> <p>(b) Monitor progress of Networks against their milestones including those for governance (ensuring that Network governors effectively reflect the interests of members) and internal accountability (overall responsiveness of Network members to the opportunities and challenges presented by country Focal Points)</p> <p>(c) Monitor responses of Networks to individual requests from SUN countries, as well as to the individual results' frameworks developed by the countries</p> <p>(d) Involve Networks in strategic discussions about the Movement and in the development of Network progress reports.</p>	<p>(i) Progress report of stakeholder networks updated on an annual basis</p> <p>(ii) SUN Networks update briefs on their work six weekly and publish on the SUN Movement website</p> <p>(iii) Internal communications and minutes of Network meetings demonstrate the extent to which Networks respond to country needs</p> <p>(iv) Country Network invited to comment on work of the other Networks</p>

	<p>3.3. Support to the functioning of the SUN Multi Partner Trust Fund</p>	<p>(a) Review proposals submitted by requesting entities for consistency with agreed SUN principles and MPTF criteria  (b) Triangulate information with appropriate SUN Networks, stakeholder groups and in-country actors including SUN Government Focal Points and donor conveners.  (c) Assess and compile lessons-learned from the programme and initiatives supported;  (d) Develop and implement an effective knowledge management system linked to the SUN website;  (e) Facilitate independent evaluations, as needed;  (f) Broker potential involvement in the MPTF and successor arrangements from interested donors and implementing partners</p>	<p>(i) MPTF Management Committee agree on Terms of Reference and Rules of Procedures for the running of the fund, and clear criteria for funding priorities.  (ii) SUN Secretariat provides recommendations to the MPTF Management Committee on the feasibility of the proposals.  (iii) Funding for proposals agreed by the MPTF management committee are disbursed  (iv) Reports (narrative and financial) prepared by the MPTF Office are available online  (v) Briefing materials for the Lead Group on activities supported by the MPTF prepared on a bi-annual basis</p>
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## **APPENDIX II: JOB DESCRIPTION OF SECRETARIAT STAFF<sup>19</sup>**

### **1. SUN Coordinator (1 person- half time)**

The Coordinator serves as Chief Executive of the Secretariat and is responsible for ensuring that it makes the best possible contribution to the achievement of the objectives of the Countries in the Movement and to the Strategic Directions of the SUN Movement as a whole as expressed by the Lead Group. The Coordinator is responsible for ensuring that the SUN Secretariat and Networks function in ways that reflect (a) the overall principles of the SUN Movement and (b) the Lead Group's Strategic Directions. The Coordinator reports to the Lead Group (via its Chair) at regular intervals. The Coordinator consults with the Chair (and, through him, with the Lead Group) on any major initiatives especially those concerned with high level events, strategic decisions, funding, and public communications.

### **2. Strategy Advisor (1 person full time)**

The Strategy advisor manages the SUN Movement Secretariat, ensures cohesion between the different elements of the Movement (Lead Group, Networks, Secretariat) and ensures supervision of relations between Secretariat staff and SUN Movement stakeholders. The Strategy Advisor ensures the delivery of results against the log-frame of the SUN Movement Secretariat. The advisor tracks expectations from SUN stakeholders and advises the SUN coordinator and Lead group on best ways to manage them.

### **3. Policy Advisors (7,5 people full time)**

The Policy Advisors in the SUN Movement Secretariat enable the team to fulfill its work-plan. They work under the responsibility of the SUN Movement Coordinator and the guidance from his Chief of Staff and his Strategy Advisor. They each have specific areas of responsibility (detailed below). Their generic tasks include:

- (a) Keeping the SUN Movement Coordinator and Secretariat informed on challenges in a range of intergovernmental and multi-stakeholder processes relevant for Scaling Up Nutrition and provide advice to sustain the Movement and its principles;
- (b) Enabling the SUN Movement Countries, Networks and Lead Group to facilitate country-level coordination , scale-up actions aligned to Country-led strategies, maintain links and demonstrate progress;
- (c) Contributing to the preparation of progress reports and regular updates of other documents as required.

The tasks are undertaken through meetings (involving some travel), phone-calls and review of written materials. They require the regular production of advice, analysis and proposals (a) in written form, presented as emails, short notes and reports, or (b) as oral briefings to the SUN Movement Secretariat and Coordinator. Their tasks and responsibilities are regularly adjusted according to the evolution of the work-plan and staffing of the SUN Movement Secretariat.

#### **a) Policy Advisor (1 person)**

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<sup>19</sup> As of November 2012 – subject to changes to adapt the structure of the Secretariat to needs of the SUN Movement and guidance from the Chair of the SUN Lead Group and the SUN Coordinator

Support and Advise the SUN Coordinator:

- Provide support to SUN Networks and the SUN Lead Group through arranging, participating in and noting meetings, and responding to individual queries as required;
- Provide political nuancing;
- Draft correspondence and briefing notes for the SUN Coordinator as requested;
- Plan and coordinate international SUN events as required;
- Contribute to the production of key SUN reports;
- Develop communication and administrative mechanisms both within the team and with external stakeholders including developing a common work plan, setting up an electronic library of SUN documents, planning team meetings.

**b) Advocacy and Communication Advisor (1 person)**

Overall management of the SUN advocacy and communication strategy.

- a. Coordinate internal and external communications including:
  - Establishing shared messaging
  - Developing and maintaining the SUN website
  - Producing monthly information updates
  - Supporting communications around annual SUN meetings
  - Communicating the SUN principles and roles of different SUN elements.
- b. Support global advocacy including:
  - Identifying and supporting global, regional and national SUN champions
  - Coordinating advocacy around key events
- c. Support In-country advocacy including:
  - Responding to country requests for communication and advocacy support
  - Enhancing inter-country learning

**c) SUN Network Advisors (2 people)**

Within the SUN Movement Secretariat, SUN Network Advisors (two staff supporting each 3 networks) have the following responsibilities:

1. Support the SUN Networks

Working closely with Network Facilitators, contribute to the following:

- Guide the development and establish consensus on TORs that set out clear and transparent roles for engagement by the SUN Networks within the SUN Movement;
- Assist in the development of 3 year work plans for the SUN Networks;
- Organize meetings and consultations with a view to increasing coherence within and across networks;
- Prepare briefing notes and documents as requested;
- Attend relevant meetings and fora;
- Establish strong and effective linkages between SUN Networks and SUN countries;
- Develop and maintain tracking systems for SUN Network behaviour, outcome and impact indicators.

2. Support the on-going work of the SUN Secretariat.

- Contribute to the production of key SUN reports, especially the annual Progress Report;
- Contribute to internal and/or external SUN Movement impact assessments.

3. Support the SUN Movement Multi-Partner Trust Fund.
  - Review proposals submitted by participating UN Organizations for completeness and consistency with the Fund's TOR and established criteria and guidelines;
  - Assess and compile lessons-learned from the programme and initiatives supported, and develop and implement an effective knowledge management system;
  - Facilitate independent programme/project evaluations, as needed;
  - Contribute to ensuring that policies and strategies decided by the SUN Lead Group are implemented and adhered to;
  - Prepare annual consolidated narrative reports.

**d) Liaison with the SUN Country Network / Country trackers (3 people)**

Within the SUN Movement Secretariat, Policy Advisors for SUN Country Liaison (three staff with complementary linguistic competencies) have the following responsibilities:

1. Ensuring **timely monitoring of country-level progresses**. This responsibility includes:
  - Monitoring progress and achievements of SUN countries with regards to principles of engagement in the SUN Movement and scaling up nutrition at national level, in close coordination with REACH and other partners to map who is doing what where and support coherence;
  - Participation in the development of a SUN Movement Results and Accountability Framework by facilitating the identification of targets and key performance indicators for countries participating in the SUN Movement; liaising with SUN Networks for data sharing
  - Support documentation of learning from SUN countries including sharing and archiving of relevant documents, regular updating and consistency check of Country Information Fiches and relevant parts of the SUN website, and contributing to the update of the SUN Progress Report
2. Providing support to specific requests by linking countries with Networks in the SUN Movement This responsibility includes:
  - Regular communication with key people in SUN countries; organization of SUN Country network calls in collaboration with SCN; preparation of country briefs, country case-studies and any other document as required for dissemination to the Networks, the Lead Group and the general public
  - Identification of key bottlenecks to Scaling Up Nutrition in countries and liaison with SUN Networks to develop solutions and ensure support is catalyzed for country-led efforts
  - Support the tracking of financing and investments at country level in relations with relevant SUN Networks
  - Participation in the identification of country needs and linking with Civil Society Network, Donor network and Multi-Partner Trust Fund to support adequate responses
  - Reviewing proposals from Networks for funding and presenting recommendations to the Management Committee of the Multi-Partner Catalytic Fund

**e) EOSG liaison (1 person, half time)**

Under the supervision of the SUN Coordinator and his Strategy Advisor, the Executive Office of the Secretary General (EOSG) Liaison Officer will facilitate the interface between the work of the SUN Movement Secretariat, the Chair of the SUN Lead Group and the Executive Office of the Secretary-General (EOSG) as well as other parts of the UN System, provide substantive

support to the Chair of the SUN Lead Group and the EOSG on nutrition related matters, support coordination of different actors through the SUN Lead Group and contribute to coordinated and comprehensive advocacy on nutrition matters. The EOSG Liaison Officer is especially in charge of organizing High Level Events of the SUN Lead Group during the UN General Assembly.

#### **4. Administrative Staff**

##### **a) Administrator (2 persons, full time)**

Under the supervision of the Chief of Staff and the Strategy Adviser, and in close collaboration with UNOPS, the responsibilities of the Administrators will include (but are not limited to):

##### **1. Budget Management:**

- In close collaboration with colleagues in New York and Geneva, provide overall management and monitoring of financial resources of the SUN Movement Secretariat. With support from Administrative Assistants, this will include producing regular budget updates, including income and expenditure forecasts, appropriate planning and developing strategies for funding shortfalls.
- Lead the preparation of donor proposals and donor correspondence.
- With support from Administrative Assistants, oversee the preparation of budget revisions for final action by UNOPS colleagues.
- Liaise with colleagues in UNDP and UNOPS for finalization/acceptance of donor contributions.

##### **2. Human Resources Management**

- Provide overall guidance and management for SUN Movement Secretariat human resources, including identification of potential staffing needs, drafting of TORs and tracking/acting on staff contract extensions, as necessary.
- Lead recruitment processes for staff and consultants, including preparation for interview panels.
- As necessary, liaising with donors and/or other UN agencies and organizations for potential staffing support (through financial or secondment/loan support).
- Oversee work of some consultants and staff, including the administration team.

##### **3. Reporting**

- Tracking of all donor report requirements, and lead the preparation of the reports (narrative and financial).
- Support with the drafting/editing of other reports and documents, as necessary.

##### **4. Other**

- Serve as a primary liaison with UNDP and UNOPS including the preparation of correspondence/memos, as required.

##### **b) Administrative Assistants (3 people, full time)**

Under the overall supervision of the Administrators, the Administrative Assistants to the SUN Movement Secretariat will:

- Ensure effective and efficient functioning of the office, full confidentiality in all aspects of assignment, maintenance of protocol procedures, management of information flow and follow-up on deadlines and commitments made.



- Work in close collaboration with all stakeholders of the Movement to ensure efficient flow of information, actions on instructions, agendas, background information for his meetings, appointments and missions
- Provide support to the staff of the SUN Movement Secretariat by ensuring effective and efficient functioning of the office focusing on achievement of the following results:
- Provide support for high level meetings (significant logistical support in the planning, preparation and organization of relevant High Level meetings especially during the UN General Assembly).
- Provide support for Finance and Procurement. In compliance with UNDP/UNOPS financial rules, regulations and policies and ensuring effective and transparent utilization of financial resources and integrity of financial services:
- Provide support for Human Resources Management. In compliance with UNDP/UNOPS rules and regulations and in the promotion of a collaborative, client-oriented approach and high staff morale.