



Revised SUN Movement Secretariat Workplan & Budget

1 January – 31 December 2020

About the Secretariat

Launched in September 2010, the Scaling Up Nutrition (SUN) Movement catalyses collective action towards ending malnutrition in all its forms. Led by 61 SUN Countries and four Indian States, the SUN Movement is an unprecedented effort to bring together stakeholders consisting of governments, national and international civil society organisations, businesses, the UN system, researchers and scientists from different sectors. Through this multi-stakeholder interaction, the SUN Movement aims to create an enabling environment to convene, mobilise, share, learn, advocate, align and coordinate actions and approaches to improve nutrition.

SUN countries, and all stakeholders in the Movement are committed to scaling up nutrition, by strengthening four strategic objectives at country-level as set out in the [SUN Movement Strategy and Roadmap 2016-2020](#):

1. *Expanding and sustaining an enabling political environment;*
2. *Prioritising effective actions that contribute to good nutrition;*
3. *Implementing actions aligned with national common results frameworks;*
4. *Effectively using, and significantly increasing, financial resources for nutrition.*

About this Workplan

This Workplan covers the period 1 January – 31 December 2020 and is based on the [Secretariat Multi-Year Activity Framework for 2016-2020](#). The SUN Movement Secretariat (*thereafter referred to as the Secretariat*) Workplan is intended to guide the Secretariat through the transition period from Phase 2 to Phase 3 of the SUN Movement. It is important that the Secretariat can continue to serve the SUN Movement and deliver on the promises of Phase 2 whilst simultaneously building the correct structures for the future. To meaningfully guide this transition, the 2020 Workplan dedicates a significant proportion of 2020 and likely 2021 to allow sufficient time to develop and implement a new Strategy and Roadmap for Phase 3 of the Movement (2021-2025).

Furthermore, this Workplan recognises that nutrition does not sit in isolation of global development challenges and proactively aims to address their impact on Workplan activity. Examples of identified global extrinsic factors include climate-related natural disasters and the impact on food systems, social unrest in fragile and conflict affected states, the global trade environment and agricultural food systems, changing demographics and consumer tastes. These factors affect progress towards achieving the looming 2025 World Health Assembly (WHA) Targets, and 2030 Sustainable Development Goals (SDG). Acknowledging these factors, the Secretariat plans to strengthen the link to nutrition across these areas through concerted advocacy, programming and resource optimisation at the global and country levels.

This year's Workplan has a strong focus on solidifying the foundations that will advance national nutrition plans (NNPs) at the country-level. This includes support for developing and finalising NNPs, national donor roundtables, resource mobilisation activities, leveraging the role of the SUN Coordinator to muster high level political support and sturdier country engagement in the Tokyo 2020 Nutrition for Growth Summit. This foundational work will be complemented by an investment in the SUN Movement's Human Capital through various capacity strengthening, learning and sharing activities. The Movement recognises that progress has to originate from within and its biggest investment needs to be in the capacity of SUN Focal Points and stakeholders to support and deliver on its "Ending Malnutrition" mandate. Finally, the Global Support System (GSS) will need to adopt a more forceful, engaged and unified governance approach to provide the necessary support through global and political advocacy, unlocking nutrition resources and providing a framework that addresses conflicts of interest and the Movement's numerous challenges.

Building on the momentum from the 2019 SUN Movement Global Gathering (2019 SUNGG), Joint Annual Assessments (JAAs) and the need to bring SUN countries' nutrition priorities to the forefront of all planning and operational activities, this Workplan will focus on the following 3 priority areas:

- 1. Improving global stewardship for better coordination to support country priorities**
- 2. Advancing the Implementation of SUN Country National Nutrition Plans**
- 3. Building a people-centred movement through improved sharing and learning**

The Secretariat recognizes that its ongoing and never-ending liaison role with SUN Movement countries is the bedrock on which much of the activity towards ending malnutrition rests upon. Whilst the impact of the liaison function is notoriously difficult to measure in classical input/output terms, it is the necessary pre-cursor to the Secretariat Workplan and catalytic activity that personifies the Movement's unique value-add to its 61 member countries. During the course of 2020 the Secretariat aims to strengthen its relationship building process with SUN countries, mindful that each and every SUN country is unique and the solutions to nutrition challenges will be highly country specific.

SUN Focal Points, and the Multi-Stakeholder Platforms (MSPs) that they coordinate and motivate, are at the heart of the SUN Movement and are the drivers of change at the country level. There is a strong recognition emanating from the 2019 SUNGG and JAAs of the need for frequent, high-quality, dependable and reliable liaison between all key stakeholders. Relationship building amongst these key stakeholder groups will solidify the feeling of belonging to a Movement that is globally significant and more important than any person or any country. Throughout all its 2020 Workplan activities and beyond, the Secretariat will invest and allocate significant time and effort towards the development of soft and subtle intangible liaison skills to continue to harvest strong relationships with SUN Focal Points, MSP members, Networks and the Global Support System.

1. Improving global stewardship for better coordination to support country priorities

The 2018 Mid-Term Review underlined the need for greater coherence in the SUN Movement's governance structures and networks. Building on the widespread recognition for greater impact, value-addition and collective action, the Movement is undertaking a Strategic Review process that will shape the vision, strategy, capabilities and structure of Phase 3 of the Movement (2021-25). Throughout this transitional period from Phase 2 to Phase 3, the Lead Group, Executive Committee and SUN Coordinator will jointly guide the implementation of the Strategic Review recommendations. This will require a strong focus on the governance and composition of the SUN Movement at all levels.

The 2020 GSS activities aim to set a precedence for a move towards one unified Workplan. This will enable the collaboration between SMS and Networks to operate as one in support of countries around policy, finance, advocacy, communication, technical assistance provision, and monitoring and evaluation. A key focus of this period's undertakings will be to look at systemic and institutional changes that promote a country driven approach alongside technical assistance that will strengthen country ownership and sustainability. Key activities for 2020 include:

Lead Group

The Secretariat will ensure the SUN Lead Group are kept informed of key developments in the SUN Movement and supported to fulfil their mandate to keep the Movement on track towards achieving its objectives. In 2020, the Secretariat will facilitate the process needed for Lead Group members to give their input into the Strategic Review. In September 2020, the Secretariat will organise the annual Lead Group meeting, where the Lead Group will discuss and decide on the Executive Committee recommendations for the SUN Movement - and endorse a process for developing a strategy for the next phase of SUN (2021-2025). The SUN Lead Group will receive support as needed to implement the commitments they made at the 2019 Lead Group meeting and continuously champion nutrition and the SUN Movement approach. The Lead Group will also scale up their support to SUN Movement countries through joint country visits with the SUN Coordinator.

Executive Committee

The Secretariat will continue to ensure that members of the Executive Committee are aware and informed of developments across the Movement, enabling them to fulfil their responsibilities to oversee implementation of the Movement's strategy and guide and support the SUN Coordinator. In the first half of 2020, the Secretariat's

support to the Executive Committee will be primarily focused around the SUN Strategic Review, a process the Executive Committee is overseeing. This will include support around the hosting of a 3-day retreat from 10 – 12 March 2020 in Rome. Additionally, the Secretariat will support the Executive Committee in the preparation of its quarterly meetings with the development of the agenda, background documents and summaries. Like in 2019, the Secretariat will continue to support Executive Committee members with the individual tasks assigned to them. Lastly, the Secretariat will facilitate the Executive Committee membership renewal process, including the selection of new SUN Country Focal Points as Executive Committee members.

Mobilising High Level Political Commitment for Nutrition through Strategic SUN Coordinator Country Visits

When strategically timed and planned, a visit from the SUN Coordinator can help to unlock political will and commitment towards the funding, development and implementation of a coherent nutrition agenda. Furthermore, the SUN Coordinator's strategic visits have the potential to bridge the divide that exists amongst many key stakeholders including Finance, Agriculture, Health, Industry and other strategic networks. The impact and added value being to bring about convergence of interests and ideologies amongst stakeholders towards a common coherent nutrition storyline. In this regard, the Secretariat aims to undertake at least 10 SUN Coordinator/Assistant Secretary-General-level country visits in 2020 which will be chosen from a list of 22 SUN countries depending on events in those countries as the year unfolds. The initial 2020 country visit list was constructed through consideration of the following strategic criteria: launch of NNPs, active projects funded through the pooled fund, donor roundtable events, national election schedules, country progress and leaving no one behind principles, and clear invitations from host governments of countries that have not been visited by the SUN Coordinator during the last three years. The initial 2020 list (where two-way dialogues between the Secretariat and the SUN country are already showing traction) consists of Sierra Leone, Mauritania, Rwanda, Burundi, Burkina Faso, Philippines, Benin, Democratic Republic Congo, Congo, Guinea, Madagascar, Cambodia, Sri Lanka, Myanmar and Togo.

These strategic country visits by the SUN Coordinator will bring additional value to the Movement by directly addressing challenges that arose out of the bi-lateral discussions between the SUN Coordinator and SUN country delegations during the 2019 SUN Global Gathering, the JAAs and the review of country multi-sectoral nutrition plans.

Global Support System

The Secretariat will continue to build one GSS by strengthening collaboration between the Secretariat and SUN Networks at both global and country level to ensure convergence in support and delivery. To enhance effective collaboration, the GSS will develop one joint Workplan from 2021 onwards. SUN Networks will be encouraged to proactively engage with and include Youth Leaders in their efforts to advance nutrition at country level. Efforts to provide joint Network support for governments' priorities will be strengthened and approaches for regional Network collaboration will be explored. The Secretariat will work closely with Network secretariats to ensure there are adequate opportunities for countries to engage in the Strategic Review process to safeguard country feedback to the findings of the Strategic Review.

MEAL & Joint Annual Assessments

2020 will mark the third year of operation of the Monitoring, Evaluation, Accountability and Learning (MEAL) System of the SUN Movement. The MEAL system was built to demonstrate how multiple stakeholders from different sectors are able to coalesce, change their behaviours, mobilize resources and align implementation efforts to achieve results. Whilst simultaneously supporting the Movement's vision of improving countries' nutrition status and realizing key sustainable development goals through better nutrition. The system relies on secondary data from validated global datasets (e.g. WHO, UNICEF, DHS, MICS, FAO)¹ that is complemented by primary data collected by the Secretariat and SUN Networks through the JAAs and budget analysis processes. The JAAs is an important exercise that brings nutrition stakeholders together in SUN countries to reflect on progress and bottlenecks and identify where support is needed to realise joint goals, at the country and sub-national levels. It also serves as a moment to set country priorities for scaling up nutrition for the year ahead.

¹ WHO – World Health Organisation; UNICEF – United Nations Children's Fund; DHS – Demographic and Health Surveys; MICS – Multiple Indicator Cluster Surveys; FAO – Food and Agriculture Organization

This invaluable intel guides the Secretariat and Networks to provide the support needed and is essential for the stewardship bodies of the Movement – including its Executive Committee and Lead Group – to ascertain how to best ensure lasting human impact, at scale.

Building on the recommendations from the SUN Movement Mid-Term Review and the feedback collected during the Global Gathering, the Secretariat aims to undertake the following activities during 2020:

- i) Conduct seventh round of JAAs. This will include JAA multimedia material, a formal invitation to SUN Focal Points to make the JAA a celebration, and the implementation of an improved online JAA system that was first piloted in 2019. For the first time, the JAA will also feature a section for sub-national level JAAs and include recommendations collected during a dedicated JAA workshop at the Global Gathering.
- ii) Participate in up to 6 JAA visits from a technical support basis guiding country input to progress markers
- iii) Create a link between the Tokyo 2020 Nutrition for Growth Summit and JAAs to assist SUN countries in discussing national priorities and challenges and align them with Nutrition for Growth country commitments.
- iv) Expand the amount of evidence from the JAAs and learning exchanges to better assess progress vis-à-vis the SUN Theory of Change, and to understand SUN countries progress in areas such as food systems and double burden of malnutrition.
- v) Continue the development of national and subnational MEAL Dashboards together with partners.
- vi) Improve Nutrition Information Systems based on demand from countries.
- vii) Coordinate with SUN Networks and partners to expand the coverage of the mapping of stakeholders and actions.
- viii) Review and update the MEAL system as per the recommendations of the Strategic Review ensuring it better reflects the needs of Phase 3 of the SUN Movement.

Strategic Review Follow-Up

During 2019, a team of independent consultants undertook a Strategic Review of the SUN Movement, to help chart the course of the next phase of the SUN Movement (2021-2025). The Secretariat aims to disseminate the draft Strategic Review report for Movement-wide consultations by 14 February 2020. This will allow for all SUN Movement stakeholders to review and react to the findings and recommendations for the third phase of the SUN Movement. As a country-led and country-driven Movement, a three-week-long consultation will be open to all SUN Focal Points and their country teams, SUN Networks, Lead Group members and key partners. The draft strategic review report and the feedback from the consultations will then be used by the SUN Movement Executive Committee to put together recommendations for the next phase of the SUN Movement. The final Executive Committee recommendations will be presented to the SUN Movement Lead Group for discussion and decision making at their annual meeting in September. The GSS will subsequently develop the Strategy and Roadmap of the Movement in Phase 3 (2021 – 2025). The Secretariat will also work with relevant partners to identify the most appropriate administrative hosting arrangements for Phase 3 of the Movement.

SUN Coordinator Engagement at the Global Level

The Secretariat will strategically engage in key intergovernmental and political fora on behalf of the Movement. The SUN Coordinator, Secretariat and GSS stakeholders will continue to advocate for the importance of nutrition and food systems to global leaders at relevant events to advance the aims of the Movement. Identified events for 2020 include: the Tokyo 2020 Nutrition for Growth Summit in Japan; the World Health Assembly; the Committee on World Food Security (CFS) – including the CFS process to develop Voluntary Guidelines on Food Systems and Nutrition; the United Nations General Assembly; the High-Level Political Forum on Sustainable Development; the EAT Food Forum; the 26th session of the Conference of the Parties (COP 26); and other major events or processes such as the preparations for the Food Systems Summit in 2021. The Movement will aim to influence bespoke stakeholders and audiences through the curation of strategic side events alongside some of these global proceedings. This will provide further opportunity to share experiences from SUN Countries and celebrate 10 years of the SUN Movement approach.

2. Advancing the Implementation of SUN Country National Nutrition Plans

The recently concluded 2019 SUNGG created a space for SUN countries to share their experiences and insights on how nutrition, and multi-stakeholder partnerships, can accelerate the achievement of the Sustainable Development Goals. This pivotal event marked a turning point in the SUN Movement's approach to delivery with the strong recognition and adoption of a bottom-up, country-driven and country-led agenda-setting mechanism. In particular, the 2019 SUNGG brought to the forefront the crux of SUN countries' nutrition challenges, and along with the JAA findings has become the cornerstone of the 2020 country-led SUN Movement work agenda. The 2019 SUNGG also culminated in the adoption of the [Kathmandu Declaration](#). This non-binding declaration is an expression of the SUN Movement's commitment to reaching World Health Assembly nutrition targets and ending malnutrition in all its forms.

The declaration also serves as a tool to guide and inspire SUN Movement stakeholders to make and take Specific, Measurable, Achievable, Relevant, and Timebound (SMART) commitments to the Tokyo 2020 Nutrition for Growth Summit. Country commitments will be framed around the following thematic areas: Integrating nutrition into Universal Health Coverage; Transformation of food systems; Addressing malnutrition effectively in fragile and conflict affected contexts; Financing for nutrition; and Nutrition data and accountability. Similarly, the 2019 JAAs, allowed nutrition stakeholders in SUN countries to come together, reflect on progress and bottlenecks and identify where support was needed to realise joint goals, at the country and sub-national levels. The Secretariat has reflected on the outcomes and learnings from the 2019 SUNGG and JAAs, and along with the SUN Movement Strategy and Roadmap 2016-2020 action areas, developed a concrete country-led agenda which aims to increase the implementation and monitoring of multi-sectoral nutrition plans. Moving forward the focus will be on converting the written documents to concrete actions at national and sub-national levels. Key activities for 2020 include:

Strengthened Advocacy and Resource Mobilisation towards better National Nutrition Plans

The National Nutrition Plan (NNP) and/or Common Results Framework (CRF) is an essential contribution to national development planning in SUN countries. NNPs generally address nutrition specific interventions, nutrition sensitive strategies and a number of explicit functions that relate to the stewardship and synergised functioning of multiple stakeholders. It should be noted that the NNP is not an end in itself but rather a tool best used in the process of conceptualising, planning, and initiating nutrition action. Thus, a good plan will require frequent refining to address changing global and country dynamics with costing and implementing implications. In many countries enhancing the quality of monitoring and evaluation activities of NNPs by the multi-stakeholder platform (MSP), or smaller action-orientated elements representing the MSP, will be an important new aim in 2020 and beyond.

The key operational drivers of the NNP are the SUN Focal Point and the Multi-Stakeholder Platform (MSP). The NNP is funded by a combination of the state treasury and external donors. An ongoing challenge across SUN countries is the mixed placement of nutrition across a dedicated line ministry and agenda in some countries, whilst in other countries nutrition is spread across many ministries and departments. The latter approach presents the challenge of additional data collation for costing to occur but does better reflect the realities of effectively tackling nutrition on the ground, i.e. many and varied contributions all coming together to solve the complex multifaceted issues of malnutrition.

In 2019, 42 SUN Movement countries had developed NNPs and 9 more were in the process of developing or updating their plans. In 2020 the Secretariat will continue to coordinate and support technical assistance requests along with advocacy and mobilisation efforts for the development, costing and evaluation of NNPs. The Secretariat in collaboration with its Technical Assistance for Nutrition (TAN) partners will continue to support the review of existing NNPs based on the checklist for creating good nutrition plans, also from a gender perspective, and ensuring the maintenance of a global standard. The global standard aims to prompt MSPs to learn and build on collective knowledge of what tends to work in most situations rather than add unnecessary bureaucratic procedures. Building on the outcomes of the 2019 JAAs and 2019 SUNGG, the 2020 SUN

Movement Secretariat Workplan and GSS will also support countries to conduct donor roundtables and increase domestic and international resource mobilisation efforts.

Supporting Country-driven Tokyo 2020 Nutrition for Growth (N4G) Commitments

The Government of Japan will host a Nutrition for Growth Springboard Event and Summit on the fringes of the Tokyo Olympics in July and December 2020 respectively. Seven years after the first 'Nutrition for Growth' Summit took place in 2013, this is a huge opportunity to draw global attention to the problems of hunger and malnutrition by taking stock of the progress that has been made and renewing countries' financial and policy commitments. It is also an ideal occasion for all stakeholders to reflect on how they are contributing towards ending malnutrition and an opportunity for better alignment behind national nutrition priorities and plans. The Nutrition for Growth Summit holds real potential to deliver a true example of country-driven action on nutrition. It also has the potential to demonstrate mutual accountability in a multisectoral and multi-stakeholder approach as SUN countries move towards the 2025 World Health Assembly nutrition targets. The GSS will support countries in the preparation towards this event, based on the lessons learned from the 2013 and 2017 processes.

The Secretariat has created an internal Nutrition for Growth Taskforce, to coordinate the Nutrition for Growth process across the Movement. The aim of the taskforce will be to promote Government ownership and leadership in the newly created SUN Government Engagement Hub whilst also ensuring that all SUN countries are supported and prepared to make commitments towards the Summit. The Secretariat will also facilitate a series of webinars and provide tailored support, also advocacy and communication support, and liaison to SUN countries in the lead up to the Tokyo 2020 Nutrition for Growth Summit.

Nutrition Financing, Budget Analysis, Financial Tracking and The Nutrition Investment Database

In the recent rounds of JAAs (2018-2019) and at the 2019 SUN Global Gathering in Kathmandu, a critical number of SUN country stakeholders reiterated their ambition to hold a resource mobilization roundtable in the upcoming months. The Secretariat will support all SUN countries that have listed the organization of a resource mobilization roundtable as a priority noting that these national events represent important opportunities to discuss Nutrition for Growth commitments by the government and all stakeholders, in alignment with NNPs.

The Tokyo 2020 Nutrition for Growth Summit will be a crucial moment for identifying key actions to speed up progress against malnutrition during Phase 3 of the SUN Movement. The Secretariat alongside SUN Networks and partners will facilitate increased access by SUN countries to public and private nutrition financing. This will compliment technical assistance activity aligned to the creation and costing of NNPs and additionally help countries to set adequate monitoring and evaluation frameworks to measure their results.

We anticipate that moving beyond 2020 SUN countries will undertake strengthened initiatives towards addressing their development challenges. This will require a significant increase in domestic budget allocations prioritizing nutrition-related programs. Innovative financing mechanisms could be used to generate sustainable resources that alleviate this financial burden and could be further aligned to existing NNPs using the SUN Movement's multi-sectoral approach for improved nutrition results. The Secretariat will support the scale-up of such SUN country-led initiatives by facilitating the development of investment cases that are aligned with their current NNPs and better integrated with national platforms.

In addition, the Secretariat will advocate for more transparency and accountability in SUN countries' nutrition financing commitments/disbursements. For example, new pledges to nutrition should be recorded in the Decade of Action on Nutrition commitment repository within the Global Nutrition Report. This commitment repository could be expanded to include commitments from all sectors. Further recommended innovations are that Governments distinguish between Nutrition specific and sensitive spending by introducing nutrition specific budget lines and indicating nutrition sensitive spending across all relevant sectors (Health, Agriculture, Social protection, Water, Hygiene and Sanitation, Education).

The SUN budget analysis along with relevant in-country stakeholder consultation will continue to be used by governments as a monitoring tool. The Secretariat will advocate for the inclusion of other key Ministries such as Economy, Finance, Planning and development in this process.

Official Development Assistance (ODA) will continue to supplement SUN country budget spending with a strong focus on strengthening the effectiveness and efficiency of public spending. The Secretariat will support the SUN Donor Network and development partners' efforts to meet these criteria and correctly report against the OECD-DAC nutrition policy marker, which monitors the mainstreaming of nutrition objectives in development cooperation activities. The desired outcome being the improved monitoring of multi-sectoral and cross-cutting nutrition-sensitive investments since the marker can be applied to activities in any sector.

Increased Salience of Nutrition

The Secretariat will pursue strategic engagement in key intergovernmental and political fora on behalf of the Movement. The key strategic aims being to build better linkages between global and national audiences and ensure that global events are country driven. The Secretariat aims to ensure that countries have timely and accessible information about global events thus helping them to advance their own national nutrition agendas.

In 2020, representatives of the Movement will participate in the Micronutrient Forum, the Food Fortification Summit, the World Health Assembly, the High-Level Policy Forum for Sustainable Development, the United Nations General Assembly, the Committee on World Food Security, and the Tokyo 2020 Nutrition for Growth Summit, and other major events. The Secretariat will organise side events at the margins of some of these key moments to share experiences from SUN Countries and promote the SUN Movement approach to a global audience.

The Tokyo 2020 Nutrition for Growth Summit is a crucial opportunity to renew political momentum for nutrition globally and in SUN countries. The Secretariat will prioritise Nutrition for Growth advocacy and communications in its engagements during 2020, including by facilitating a joint advocacy approach by SUN Movement Stakeholders globally and in SUN countries.

At national level, the Secretariat will continue working, in collaboration with TAN and other partners as relevant, to support SUN countries' advocacy and communication efforts, including the development, revision and implementation of national multi-sectoral advocacy and communication strategies to bring nutrition higher on the political agenda. The Secretariat will support capacity-building efforts in advocacy and communication skills targeted to SUN Focal Points and other country stakeholders that have the potential to become nutrition champions. It will also continue curating SUN success stories at country level to showcase progresses and good practices.

Furthermore, a large portion of the work to increase the salience of nutrition will include looking to the Movement's third phase (2021-2025), for which a Movement-wide communication and advocacy strategy will be put in place, to support the new strategy and roadmap. A large portion of this work will also include scaling up the presence of SUN in the media, and social media, to enlarge the influence of SUN.

Celebrating 10 Years of SUN

2020 marks the 10-year anniversary of the SUN Movement. It is also an important milestone for further progress on nutrition – with 5 years left to achieve the WHA global nutrition targets, 10 years left to achieve the SDGs and the upcoming Tokyo 2020 Nutrition for Growth Summit. This is an important opportunity to showcase what makes SUN unique, highlight progress over the past decade, and renew momentum for nutrition and the SUN Movement approach. The Secretariat will leverage strategic opportunities throughout 2020 (April to December) to highlight the 10-year anniversary – including through organising key moments of celebration during global and/or regional events in collaboration with SUN Networks and key partners, and the SUN Coordinator's country visits. A dedicated communication plan will be developed and implemented, showcasing SUN Movement highlights and progress at strategic moments.

Strengthening National and Sub-National Capacity

The SUN Movement Multi-Stakeholder Platform (MSP) toolkit offers advice on how to design an MSP (or a country coalition as is appropriate) using definitions, explanations, tools and examples from countries that have

already undertaken different aspects of MSP design. It is a practical guidance tool for (re-)designing effective MSPs to help achieve national goals on nutrition, in different country contexts. The MSP toolkit was completed in 2019 and disseminated to SUN Movement anglophone countries. The MSP toolkit will be translated to French and Spanish and disseminated across the Movement in 2020. The Secretariat will use the newly developed MSP toolkit to aid SUN Focal Points and MSPs to monitor and evaluate their NNPs, as well as their roll-out at the sub-national level. On-course adjustments of NNPs will be an important feature in 2020 given that many NNPs are now several years down the road and evidence-based reports are showing where gains are being made and where the situation is not improving.

In 2018 and 2019 SUN Focal Points from English speaking countries received formal training on functional, managerial and soft skills that would help them to better convene their respective MSPs. The core training syllabus has been designed and developed across the SUN Community and aims to capacitate SUN Focal Points to 'Lead from where they Stand' in the context of scaling-up nutrition actions. This training will include Comprehensive Africa Agriculture Development Programme (CAADP) Focal Points as appropriate to promote a cross-government food systems approach. The training program will last for 4 days with 2 or 3 days being dedicated to core functional skills and 1 or 2 days towards additional topics that are pertinent to the nutrition agenda of the countries in attendance. In 2019 the focus of additional topics was on Food Systems whilst in 2020 it will be on the Tokyo 2020 Nutrition for Growth Summit. In 2020 the Secretariat will deliver the same capacity building training programme to SUN Focal Points from French and Spanish speaking countries.

3. Building a People-centred Movement through Improved Sharing and Learning

The 2019 Global Gathering highlighted the quintessential elements of collaboration, policy commitments and learning and sharing that the SUN Movement has the potential to deliver. The current Secretariat Workplan aims to harness this latent energy that was brought to Nepal by our stakeholders and use it to improve the frequency and intensity of learning and sharing across the Movement. This priority area of the Workplan has been built taking into account the bottom-up, people-centred and country-driven approach of the SUN Movement. Ultimately the impact of strengthening human capital across the Movement will allow for more innovative and catalytic use of resources in our bid to end malnutrition address the SDG agenda. Key activities for 2020 include:

Regional Learning, Sharing Events and Webinars

As a result of the move to biennial Global Gatherings, there will not be a SUNGG in 2020. However, SUN Focal Points and the Secretariat will participate in other regional nutrition learning and sharing events. In order to scale up regional learning and sharing in 2020, the Secretariat endeavours to assist Executive Committee members that are also SUN Focal Points to take up regional leadership and mentoring roles. This will occur via electronic platforms and a series of webinars. The Secretariat will also host thematic webinars in 2020 focusing on the following topics: Nutrition for Growth, Budget Analyses, Joint Annual Assessments, and Committee on World Food Security (CFS). These alternative learning and sharing channels will encourage mutual engagement and problem-solving activity amongst SUN Focal points.

"Twinning" has been identified as a new learning and sharing initiative between SUN Donors and SUN Countries that the Secretariat aims to facilitate in 2020. Twinning involves formal and substantive collaboration between two cities or countries and is best around capacity building, exchange of best practice, transfer of technology, and relationship building in a field of mutual interest. The proposed approach being the link between Food Systems and Nutrition. The Secretariat will aim to facilitate a trial Twinning process between Norad and a SUN Movement country in 2020 with the aim to replicate the project in subsequent years.

Knowledge Management and the SUN Academy

A unique value-add of the SUN Movement has been the commitment to capture the knowledge and experience of SUN Countries and work with partners to advance countries' national nutrition priorities. Examples of these activities have been the JAAs, the development and maintenance of MEAL dashboards, the SUN Movement's annual progress reports, briefing series, regular webinars and toolkits on topics of interest. In addition to the above, the SUN Networks have concurrently organised country exchanges, 'matching' countries based on their

expertise and needs to ensure learning across the Movement. However, despite this plethora of exchanges, countries still face common challenges around access to capacity strengthening and technical assistance, as evidenced through reviews of NNPs, JAAs and the recent 2019 Global Gathering outcomes.

The GSS aims to address these challenges through the establishment of a SUN Virtual Academy/Knowledge Management System. This will provide a knowledge base where SUN Focal points and their various networks (SUN Community) will have access to tools, information, and knowledge about country experiences in scaling-up nutrition. The Virtual Academy is anticipated to house capacity building and strengthening workshops such as SUN Focal Point regional training courses, and outcomes of Peer-to Peer exchange events such as the Global Gathering. The Academy is expected to also host other knowledge materials on nutrition to inform regional and country level activities. Practical examples include webinars led by technical experts on topics relevant to addressing nutrition in various country contexts. The Virtual Academy should be further linked to the work of SUN Networks – strategies, case studies, tools and planned network events, regional centres of excellence, and partner programs like Knowledge for Implementation and Impact Initiative (KI3) and the International Food Policy Research Institute.

Building on some of the recommendations from the Strategic Review and working in conjunction with the Executive Committee and Networks, the Secretariat aims to undertake the following activities: Establish a common understanding of knowledge management and undertake extensive research to map what services are already offered, can be improved or better coordinated by the Secretariat, Networks and technical partners. In addition to the extensive mapping exercise, the Secretariat will secure the services of a knowledge management expert who is familiar with the SUN Movement to guide the process.

Technical Assistance

Technical Assistance (TA) takes many forms and a significant amount of TA is provided by SUN networks and Government counterparts in-country as part of ongoing and established nutrition programmes. In those relatively few cases where the requirements for TA cannot be met inside the country, the SUN Focal Point may evoke the “capacity to deliver mechanism (C2D)”. The C2D mechanism records, tracks and stores all the external-to-country requests that are received by the Secretariat from SUN Focal Points and subsequently shared with the SUN Global networks. Once it is ascertained that no in-country TA provider is available, (i.e. it is indeed a case of last resort), then the request is forwarded to the SUN Technical Assistance Network (TAN) partnership.

In 2020 there are currently 24 ongoing external TA projects being formally delivered by TAN Partners. There are a further 16 projects that are projected to commence in 2020. However, the TAN programme is expected to close in August 2020, thus requiring that all external TA contracts through the TAN programme be concluded by this point in time. The gap between the closure of the TAN programme and the opening of its successor programme in Phase III will need to be addressed during the second half of 2020. As countries move to implement more and plan less it is expected that the country needs, and therefore TA requests, will also evolve through 2020 and beyond. Modalities of TA will also continue to evolve as donors look to provide longer term engagements using more locally sourced consultants.

Pooled Fund

The SUN Movement Pooled Fund was formulated in 2017 as a last resort, catalytic source of grant funding to support SUN Civil Society Alliance activities at the national and subnational levels. Routine activities associated with supporting the SUN Movement Pooled Fund include efficient support and coordination towards the successful roll out, monitoring, evaluation and completion of all grants. However, as the Movement transitions to Phase 3, the Secretariat will need to organize and manage a process that ensures that the Pooled Fund is used as effectively as possible to achieve these new objectives. The Secretariat will focus on the following additional support functions in 2020:

- i) Assess the validity of the current Pooled Fund’s performance objectives.
- ii) Determine the extent to which the Pooled Fund is proving catalytic and innovative for actions to scale up nutrition in-country, with specific attention to the contribution of the MSP.

- iii) Ascertain how the Pooled Fund can support the achievement of Phase 3 Objectives, including determining the relevance of and need for a Pooled Fund in Phase 3 of Movement.

Looking ahead: Phase 3 of the SUN Movement

The MEAL System

The second half of 2020 and to a large extent 2021 are anticipated to be transitional years with a strong focus on the implementation of the outcomes of the Strategic Review and transition to Phase 3 of the SUN Movement. Much of the future direction and activities of the Movement will be shaped by the Strategic Review recommendations. In particular the Secretariat aims to transform the MEAL system to aid the GSS and Movement-wide actors to curate the nutrition landscape around emerging themes, funding requirements and opportunities, technical assistance and capacity building. Phase 3 is anticipated to introduce a more dynamic and user-friendly MEAL interface that encourages a culture of critical analysis, self-reflection, replication of best practice and innovation problem solving.

Knowledge Management

In Phase 3, the SUN Movement will require a strengthened role of the GSS with an enhanced knowledge management function. This will involve the creation of a system that allows for the provision of a range of resources that are useful to strengthen and support nutrition actions in SUN Movement countries. The GSS would ideally activate, coordinate and foster the exchange of knowledge, and encourage learning among the SUN Movement Networks and countries. This would further allow the SUN Movement to build a worldwide community of action based on the lessons being learnt and knowledge acquired in SUN countries. In line with Strategic Review recommendations, the GSS will look to develop appropriate modalities for a knowledge management system in Phase 3. This could include but not be limited to: Synthesising and disseminating nutrition information in a way that is useful to countries; Developing ways of working with partners to collate and share normative guidance on nutrition related issues; Strengthening the facilitation of cross-country learning and exchange, via the use of technology, webinars, country calls; and the use of Twinning as a learning, technical exchange and data creation mechanism. The GSS will continue to seek ways to help countries generate data that allows for more effective targeting and resource convergence in order to serve the most vulnerable and furthest behind communities. The in-country in-depth reviews from 2018 and 2019 provide initial insights on how this could be done, whilst noting that no two contexts are the same.

Global Gathering

Whilst there will not be any Global Gathering taking place during 2020, the Secretariat will explore hosting and planning modalities for the next SUNGG based on the recommendations from the Strategic Review.

Country Calls

Following the momentum generated at the 2019 Global Gathering the Secretariat intends to re-introduce country calls. Such calls allow for a direct dialogue between the country MSP and the SUN Coordinator to discuss countries' progress, challenges and needs. The aim will be to facilitate two calls per country per year with the Network Secretariats involvement.

One Global Support System Workplan

The Secretariat does envisage moving towards one unified Workplan across the GSS. This will allow for a harmonised approach to operations, non-competing objectives across the Movement, the elimination of silos amongst different stakeholders, a bottom-up country-led agenda and a more focused and deliberate approach to ending malnutrition in SUN countries. Looking to the horizon, the Movement recognises the need to incorporate emerging global issues such as the triple burden of malnutrition into its Phase 3 activity. This will likely require a rethink of the current SUN membership to include advanced economies.

Technical Assistance

The closure of the TAN partners programme in mid-2020 and the anticipated lag to a new supporting modality / funding mechanism will pose challenges for both SUN countries and the Secretariat. At the country level it is likely that emerging TA needs could be met through other in-country mechanisms, although the coverage will be potentially non-uniform and ad-hoc. For SUN countries that have been historically under-served by technical service providers in-country the challenges will be significantly higher. Within the Secretariat, important tasks that are currently completed using remote consultants through TAN contracts will need to be reviewed and decision taken to suspend them or redirect them within the Secretariat or SUN Networks. Such contracts involve support to the collection of MEAL data, collation and reviews of NNPs and In-Country In-depth reviews and other knowledge management products.

Hosting of the Secretariat

The Secretariat will work with UNOPS from 2020 onwards to improve the range of services that UNOPS can offer under the current hosting arrangements to both the Secretariat and the Pooled Fund. The SUN Coordinator will also initiate a functional review of the Secretariat to ensure that the right structure, roles and skills requirements can be made available in time for Phase 3 of the SUN Movement.

Revised Multiyear Budget and Request for Extension (December 2021)

Following the decision by the Lead Group to proceed with Phase 3 of the SUN Movement, the outcomes of the Strategic Review and the anticipated transition process, it is suggested that the current hosting arrangement of the Secretariat (with UNOPS as the hosting agency) is extended until 31 December 2021. This extension will ensure a smooth transition towards any new hosting arrangement that will be decided for Phase 3 of the Movement.

The multi-year budget of the Secretariat has also been revised taking into account the realized expenditures for 2019, some adjustments to the provisions in 2020 and a provisional budget for 2021. The revised budget of the Secretariat was approximately USD 5 million in 2016, USD 6.1 million in 2017, USD 5.2 million in 2018 and USD 7.9 in 2019 as realized expenditures. The provisional budget for 2020 has been slightly adjusted (-7% decrease) and is now USD 8.5 million. A provisional budget for 2021 has also been included (USD 8.4 million) and will be re-adjusted as Phase 3 Secretariat priorities, roles and responsibilities are clarified.

The total revised budget of approximately **USD 41.2 million covers the period 2016 – 2021** (with 2021 being a bridging year between Phase 2 and Phase 3 of the Movement).

The revised provisional budget for the Secretariat reflects the following variations (compared to the provisional budget endorsed by the SUN Movement Executive Committee in July 2019):

A total 2019 realised budget of USD 7.9 million, 17% lower than the July 2019 provision. This saving is due to the following elements:

- **Personnel:** Total expenditures for personnel in 2019 saw a –17% decrease due to: actual cost of contracts being lower than the proforma; some recruitments taking longer (or not taking place) resulting in vacant positions; total budget for training used by staff being lower than the initial provision.
- **Operating Expenses:** There was an overspend across budget lines for Special Events (Global Gathering, Lead Group meeting, WHA Nutrition Hub) and the SUN Movement Website in 2019. These increases were due to the +6% higher cost to organize the 2019 SUN Global Gathering in Nepal with more than 1,000 people in attendance, along with the higher volume of requests for digital products (+30%). Despite this increase, the total budget for Operations saw a decrease of 21% compared to the provisional budget. This was due to the Strategic Review of the Movement being paid for outside of the Secretariat's budget resulting in a saving of USD 0.5 million for the External Evaluation.

The provisional budget for 2020 is estimated at USD 8.5 million which is 7% lower than the July 2019 provision. This includes the following variations:

- The total budget for 2020 is higher than the 2019 budget (approx. + USD 600,000). This is due to the following factors:
- Personnel: This is due to the personnel budget provision which takes into account 12 months of United Nations Temporary Appointments (TA) contracts. This comes at a higher cost than the 2019 formula which only catered to a few months of TA. However, the total provision for personnel in 2020 is still 14% lower than the July 2019 provision. This is built on the assumption that current personnel will not be asked to leave the Secretariat at the end of 2020 but rather their contracts will be extended to 2021. The provisions for separation are therefore moved to 2021.
 - Knowledge Management Expert: The Personnel budget line includes a new staff position as Knowledge Management Expert. As the Movement now looks to its third phase, it is the moment to define and strengthen the SUN Movement's approach to knowledge management. This will also allow the Movement to harness the immense amount of information collected, analysed and shared in order to advance SUN countries' national nutrition goals. While the Secretariat is currently exploring possible in-kind support from other partners, this position has also been provisioned for in the Secretariat's budget in case of need.
- Operating Expenses: The budget line Operating Expenses has increased by 28% compared to the July 2019 provision.
- The budget line for Website Services has increased by 67% (USD 100,000). This increase is necessary due to the increase in the workload related to digital products (i.e. online JAA, MSP online toolkit and specific portal for SUN 10th Anniversary), the expansion on number of countries and the digital communication services we provide to them, in three languages.
- A new provision of USD 300,000 under the budget line "External Evaluation / Phase 3 transition" is meant to cover the costs the Secretariat will have to bear during the transition to Phase 3 of the Movement. This could include a Strategic Advisor to the SUN Movement Coordinator on the transition, provision for translation of key documents, Global Support System retreats, provision for any other consultancies in support to the transition and any other associated costs.
- The budget line on Office Rent has decreased by 17% (USD 65,000) to reflect actual costs.
- On Special Events, there is no Global Gathering in 2020, however budget allocations have been set aside for other events such as WHA nutrition hub, Lead Group meeting, celebration of the 10th anniversary of the Movement, Focal Points training etc.

A provisional budget of USD 8.4 million is estimated for 2021: this reflects the extension of the current hosting of the Secretariat until December 2021 with the same level of efforts, operations and staff as in 2020. It includes personnel contracts budgeted for 12 months (including separation provisions). The provisional budget for 2021 will be adjusted as per decision by the leadership of the Movement on its strategy and roadmap and consequent workplan for the Secretariat.

The Secretariat is currently in discussion with a few donors and if new agreements are signed the **estimated funding gap to cover this revised budget will be USD 5.6 million.**

ANNEX I – Revised Provisional Budget of the SUN Movement Secretariat – (for endorsement by SUN Movement Executive Committee March 2020 retreat)

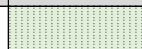
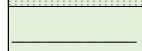
BUDGET ACCOUNTS	CATEGORIES	2020 headcount	2021 headcount	Realized Budget 2016*	Realized Budget 2017	Realized Budget 2018	Provisional Realized Budget 2019	Variances Provisional vs Realized (July 19 provisional budget)	Provisional Budget 2020 (revision March20)	2020 Variances with July19 Provisional Budget	Provisional Budget Transition to Phase 3: 2021	Total Budget 2016 - 2021 (revision March20)
PERSONNEL*	Human Resources	35	35	\$3,356,191	\$2,987,307	\$3,541,870	\$4,495,835	-17%	\$5,615,176	-15%	\$6,084,158	\$26,080,537
CONTRACTS*	Advisory Services			\$69,579	\$77,614	\$125,996	\$187,878	-6%	\$200,000	0%	\$200,000	\$861,067
TRAVEL*	Travel			\$579,364	\$482,586	\$410,170	\$547,839	0%	\$550,000	0%	\$550,000	\$3,119,959
	Communication and IT Support					\$93,549	\$121,438	-19%	\$150,000	0%	\$150,000	
	Translation					\$111,840	\$155,324	-22%	\$200,000	0%	\$200,000	
	Printing & Visibility					\$21,703	\$45,727	-9%	\$30,000	0%	\$30,000	
	Office Rent (Geneva)					\$237,522	\$270,197	-28%	\$310,000	-17%	\$310,000	
	Website Services					\$121,537	\$194,976	30%	\$250,000	67%	\$200,000	
	Miscellaneous direct costs & contingency reserve					\$21,343	\$58,640	-2%	\$60,000	0%	\$60,000	
	Special Events					\$137,305	\$1,271,138	6%	\$250,000	0%	\$0	
	External Evaluation / Phase 3.0 transition						\$0	-100%	\$300,000	100%	\$0	
OPERATING EXPENSES*	General Operations			\$731,995	\$2,194,825	\$744,799	\$2,117,440	-21%	\$1,550,000	28%	\$950,000	\$8,289,058
GOODS/EQUIPMENT	Equipment			\$9,207	\$3,590	\$7,031	\$49,842	-17%	\$30,000	0%	\$30,000	\$129,670
SUBTOTAL	SUBTOTAL			\$4,746,336	\$5,745,922	\$4,829,866	\$7,398,833	-17%	\$7,945,176	-7%	\$7,814,158	\$38,480,291
FEES	Indirect Costs			\$332,244	\$372,710	\$371,706	\$516,864	-17%	\$556,162	-7%	\$546,991	\$2,696,677
TOTAL				\$5,078,580	\$6,118,632	\$5,201,572	\$7,915,697	-17%	\$8,501,338	-7%	\$8,361,149	\$41,176,968
Variances with budget approved by Executive Committee in July 2019							-17%		-7%			17%

* The 2016 budget has been covered by the UNDP/UNOPS accounts in New York under the previous hosing arrangemet

- Personnel* This includes personnell contracts and staff development and learning. A portion of the total cost for personnel also covers UNOPS direct costs.
- Contracts* Individual and company consultancys to support specific themes such as: functional capacity, financial tracking, capacity to deliver, and any additional consultancy needs as these might arise over the course of the year.
- Travel* Travels for Secretariat's staff and sponsored delegates to engage in relevant political intergovernmental and multi-stakeholder processes. Travels are to enhance the capacity of the Secretariat to support SUN Countries, SUN Networks, Lead Group and Executive Committee during the period of implementation of the SUN Movement Strategy. This will include several country missions to work with SUN Country Focal Points to support them accessing the capacity and resources they need to deliver scaled up nutrition.
- Operating Expenses* Communication, Printing and visibility, Translation, Website services, Office rent, Miscellaneous, Special events

ANNEX II - Donor contributions to the SUN Movement Secretariat (2016 – 2021) (update March 2020)

SUN MOVEMENT SECRETARIAT 2.0: DONOR CONTRIBUTIONS (January 2016 - December 2021) - in USD								
DONOR	2016	2017	2018	2019	2020	2021 - transition phase 3	TOTAL	SHARE %
United Kingdom	\$622,683	\$525,000	\$563,759	\$538,462	\$517,000		\$2,766,904	8.73%
Canada	\$1,556,224		\$794,913		\$1,500,000		\$3,851,137	12.15%
France	\$60,000	\$106,724	\$73,620	\$66,372			\$306,716	0.97%
	1 staff	1 staff						
Germany	\$1,068,500	\$1,184,834	\$1,169,591	\$1,106,195			\$4,529,120	14.28%
United States	\$500,000	\$500,000	\$500,000	\$500,000			\$2,000,000	6.31%
European Union	\$98,455		\$1,490,683	\$1,219,788	\$2,028,864		\$4,837,790	15.26%
Bill&Melinda Gates Foundation	\$575,000			\$300,000			\$3,875,000	12.22%
	\$1,600,000	\$1,000,000		\$400,000				
The Netherlands		\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000		\$4,400,000	13.88%
				1 staff	1 staff			
Ireland	\$746,170		\$401,837	\$385,039	\$429,448		\$1,962,494	6.19%
Norway			\$878,117	\$826,082	\$930,153		\$3,179,311	10.03%
				\$544,959				
World Food Programme	1 staff							
TOTAL per year	\$6,827,033	\$4,416,558	\$6,972,519	\$6,986,897	\$6,505,465	\$0		
TOTAL cumulative	\$6,827,033	\$11,243,591	\$18,216,110	\$25,203,007	\$31,708,472	\$31,708,472		

 SMS/UNOPS in discussion with donor - no signed agreement yet
 SMS/UNDP contribution under phase 1 hosting agreement

Annex III: Multi-year activity framework of the SUN Movement Secretariat (2016 – 2020) – updated March 2020

Primary Outcome <i>(as per SMS Multi-year activity framework)</i>	Intermediary Outcome <i>(as per SMS Multi-year activity framework)</i>	Outputs (2020 revisions in blue) <i>(as per SMS Multi-year activity framework)</i>	Revised Set of Activity Indicators (2020 revisions in blue) <i>(as per SMS Multi-year activity framework)</i>	2020 Activities <i>(as per SMS 2020 workplan)</i>	2020 Budgeting <i>(as per SMS 2020 workplan)</i> <i>(only big projects are included – recurrent HR and operations costs cut across all activities)</i>
1. Improved accountability by all SUN Stakeholders to achieve the goals outlined in the SUN Strategy & Roadmap	1.1. Increased capacity of SUN movement stewardship to fulfil their responsibilities to guide the movement.	1.1.1. The Secretariat will support the Lead Group by organising its meetings, preparing the background documents and the notes for record and supporting the follow up and engagement of Lead Group members. The Secretariat will also develop a Lead Group engagement plan in line with the advocacy and communication activities described in the Roadmap.	<ul style="list-style-type: none"> • One face-to-face meeting of the Lead Group during UNGA; • The Lead Group engagement plan (advocacy strategy) finalised and implemented (see also Intermediate Outcome 2.2); • Number of bilateral meetings / calls between Coordinator and Lead Group members; 	<ul style="list-style-type: none"> • Face-to-face meeting of the Lead Group during UNGA; • Bilateral meetings / calls between Coordinator and Lead Group members 	<ul style="list-style-type: none"> • HR personnel costs + other operational costs • Approx. USD 38,000 to organise the Lead Group meeting in New York. To be noted that the 2020 LG event may include a side event to celebrate the SMS 10th year anniversary.
		1.1.2. Through its role in facilitating and coordinating activities across SUN Countries and the SUN Networks as set out in the roadmap, the Secretariat will ensure that members of the Executive Committee are	<ul style="list-style-type: none"> • Four meetings of the Executive Committee organised and facilitated each year in accordance with established modus operandi; 	<ul style="list-style-type: none"> • Four meetings of the Executive Committee 	<ul style="list-style-type: none"> • HR personnel costs + other operational costs • Approx. USD 10,000 for two face to face retreats of the Executive Committee.

Primary Outcome <i>(as per SMS Multi-year activity framework)</i>	Intermediary Outcome <i>(as per SMS Multi-year activity framework)</i>	Outputs (2020 revisions in blue) <i>(as per SMS Multi-year activity framework)</i>	Revised Set of Activity Indicators (2020 revisions in blue) <i>(as per SMS Multi-year activity framework)</i>	2020 Activities <i>(as per SMS 2020 workplan)</i>	2020 Budgeting <i>(as per SMS 2020 workplan)</i> <i>(only big projects are included – recurrent HR and operations costs cut across all activities)</i>
		<p>fully in tune with the breadth and pace of developments across the Movement, enabling them to fulfil their responsibilities to support and guide the Coordinator and oversee alignment efforts in SUN Countries. The Secretariat will also support the Executive Committee by helping to organize its meetings and phone calls, preparing background documents and notes for record to facilitate follow up.</p>			
		<p>1.1.3. The SUN Movement Secretariat provides full support to the Coordinator including but not limited to policy assessment and advice across major external debates and across the Movement; preparation of briefings,</p>	<ul style="list-style-type: none"> • Number of SUN countries visits done by the Coordinator; 	<ul style="list-style-type: none"> • 10 SUN countries visited by the SUN Coordinator 	<ul style="list-style-type: none"> • HR personnel costs + other operational costs • Approx. USD 200,000 for 10 SUN Coordinator/Assistant Secretary-General (+SMS staff) level country visits in 2020

Primary Outcome <i>(as per SMS Multi-year activity framework)</i>	Intermediary Outcome <i>(as per SMS Multi-year activity framework)</i>	Outputs (2020 revisions in blue) <i>(as per SMS Multi-year activity framework)</i>	Revised Set of Activity Indicators (2020 revisions in blue) <i>(as per SMS Multi-year activity framework)</i>	2020 Activities <i>(as per SMS 2020 workplan)</i>	2020 Budgeting <i>(as per SMS 2020 workplan)</i> <i>(only big projects are included – recurrent HR and operations costs cut across all activities)</i>
		speaking points and strategic advice.			(part of the total USD 550,000 allocated to travels)
		1.1.4. The SUN Movement Secretariat will develop, ensure the implementation and necessary updating of an ethical framework including a code of conduct, a register of interest and transparency on process, membership and activity of the SUN Movement Stewardship.	<ul style="list-style-type: none"> Ethical Framework complete and up-to-date. 	<ul style="list-style-type: none"> Review and update of Ethical Framework 	HR personnel costs + other operational costs
	1.2. Increased Use of the System for Monitoring, Evaluating, Accountability and Learning (MEAL) system by all SUN Movement stakeholder for knowledge	1.2.1. The Secretariat will continuously, update, test and improve BRAIN, its information system, as its central tool for tracking and reporting developments across SUN Countries. This includes the maintenance of several dashboards that (1) track and report on	<ul style="list-style-type: none"> SUN Movement Secretariat’s Information System is up-to-date and used with annual Joint-Assessments to inform annual SUN Movement Progress Report; 	<ul style="list-style-type: none"> Improve use and communication of the SUN MEAL database (dashboards, website pages, analyses and statistics etc) Develop Implementation Plan from Strategic Review 	HR personnel costs + other operational costs

Primary Outcome <i>(as per SMS Multi-year activity framework)</i>	Intermediary Outcome <i>(as per SMS Multi-year activity framework)</i>	Outputs (2020 revisions in blue) <i>(as per SMS Multi-year activity framework)</i>	Revised Set of Activity Indicators (2020 revisions in blue) <i>(as per SMS Multi-year activity framework)</i>	2020 Activities <i>(as per SMS 2020 workplan)</i>	2020 Budgeting <i>(as per SMS 2020 workplan)</i> <i>(only big projects are included – recurrent HR and operations costs cut across all activities)</i>
	sharing and learning	SUN Country progress on the 4 SUN Processes; (2) track countries' requests and the support provided by the SUN Movement support system; (3) help countries' classification by geographical, economical and nutritional context; and (4) facilitate documentation of country experiences for knowledge sharing and learning.		recommendations on M.E.A.L.	
		1.2.2. SUN Movement Secretariat prepares and supports countries to undertake the annual Joint-Assessment of Progress and Priority Setting, based on the SUN Movement Monitoring and Evaluation Framework which was developed in 2013.		<ul style="list-style-type: none"> Review and update JAA guidance material, tools and online system making it shorter and more user friendly in consultation with Focal Points and Strategic Review recommendations 	<ul style="list-style-type: none"> HR personnel costs + other operational costs Approx. USD 25,000 to review and update JAA guidance material, tools and online system.

Primary Outcome <i>(as per SMS Multi-year activity framework)</i>	Intermediary Outcome <i>(as per SMS Multi-year activity framework)</i>	Outputs (2020 revisions in blue) <i>(as per SMS Multi-year activity framework)</i>	Revised Set of Activity Indicators (2020 revisions in blue) <i>(as per SMS Multi-year activity framework)</i>	2020 Activities <i>(as per SMS 2020 workplan)</i>	2020 Budgeting <i>(as per SMS 2020 workplan)</i> <i>(only big projects are included – recurrent HR and operations costs cut across all activities)</i>
		1.2.3. The SUN Movement Secretariat leads the drafting and coordinates the translation (in French, Spanish, Russian and Portuguese) and printing of the SUN Movement Annual Progress Report and its Compendium of Country Profiles.	<ul style="list-style-type: none"> SUN Movement Annual Progress Report is complete, translated, published on SUN Movement website; 	<ul style="list-style-type: none"> The Annual report and 61 country profiles are transformed into an online portal, within the SUN Movement website, in English, French and Spanish. 	<ul style="list-style-type: none"> HR personnel costs + other operational costs Approx. USD 95,000 for the writing, designing, editing, translation and publication (online and printed) of the SUN Movement Annual Progress Report is.
		1.2.4. The Secretariat organises all aspects of the biennial Global Gathering from the identification and management of the event venue, communication and information sharing, issuance of invitations, funding, visas, travel, accommodation and session content.	<ul style="list-style-type: none"> >80% of SUN government focal points (or appointed representatives) participating in SUN global gatherings and >50% participating in regional gatherings and other face-to-face learning and sharing events. 	<ul style="list-style-type: none"> SMS will follow up on bilateral agreements from the 2019 SUNGG with Focal Points Initiate discussions on Host Country selection process taking into account recommendations of Strategic Review 	<ul style="list-style-type: none"> HR personnel costs + other operational costs Cost of tickets and DSA of Government Focal Points travelling to attend global/regional gatherings or learning events (part of the total travel budget allocation of USD 550,000)

Primary Outcome <i>(as per SMS Multi-year activity framework)</i>	Intermediary Outcome <i>(as per SMS Multi-year activity framework)</i>	Outputs (2020 revisions in blue) <i>(as per SMS Multi-year activity framework)</i>	Revised Set of Activity Indicators (2020 revisions in blue) <i>(as per SMS Multi-year activity framework)</i>	2020 Activities <i>(as per SMS 2020 workplan)</i>	2020 Budgeting <i>(as per SMS 2020 workplan)</i> <i>(only big projects are included – recurrent HR and operations costs cut across all activities)</i>
		1.2.5. The Secretariat will provide regular updates on activity and impact analysis to the Executive Committee and Lead Group to enable the guidance of the Movement and reinforce mutual accountability amongst its members. The Secretariat will also support the preparations and facilitation for a second independent evaluation to reassess the Movement’s relevance, efficiency and effectiveness in 2019 or 2020. <i>(2019/2020 SUN Movement Strategic Review)</i>	<ul style="list-style-type: none"> Facilitate a transparent and participatory country-led Strategic Review process 	<ul style="list-style-type: none"> Facilitate a transparent and participatory country-led Strategic Review process 	<ul style="list-style-type: none"> Approx. USD 300,000: this is a new provision for any possible costs the Secretariat will have to bear during the transition to Phase 3 of the Movement. This could include a Strategic Advisor to the Coordinator on the transition, provision for translation of key documents, web activities, retreats, provision for any other consultancies in support to the transition, and any other associated costs.
	1.3. Better coordinated contribution of all SUN Movement	1.3.1. The Secretariat tracks the agenda of international organisations and intergovernmental decision-making bodies to	<ul style="list-style-type: none"> Participation and active contribution of the SUN Movement Secretariat and Coordinator in key global events relevant 	<ul style="list-style-type: none"> Participation of SUN Movement Secretariat and Coordinator in key global and regional nutrition events 	<ul style="list-style-type: none"> HR personnel costs + other operational costs Cost of tickets and DSA of the SUN

Primary Outcome <i>(as per SMS Multi-year activity framework)</i>	Intermediary Outcome <i>(as per SMS Multi-year activity framework)</i>	Outputs (2020 revisions in blue) <i>(as per SMS Multi-year activity framework)</i>	Revised Set of Activity Indicators (2020 revisions in blue) <i>(as per SMS Multi-year activity framework)</i>	2020 Activities <i>(as per SMS 2020 workplan)</i>	2020 Budgeting <i>(as per SMS 2020 workplan)</i> <i>(only big projects are included – recurrent HR and operations costs cut across all activities)</i>
	stakeholders to the broader development agenda to improve its coherence and relevance for nutrition	seize strategic moments of engagement for SUN Countries and Networks. This includes but is not limited to the Committee on World Food Security, the World Health Assembly, the High-Level Political Forum for Sustainable Development and the United Nations General Assembly. 1.3.2. To assist SUN Countries to engage, the Secretariat prepares and circulates accessible briefs to all SUN Country Government Focal Points, providing a summary of the key recommendations as well as information on the importance of issues up for debate and scrutiny. The Secretariat may also organise series of teleconference with SUN	to nutrition governance; <ul style="list-style-type: none"> Briefings are prepared and disseminated to SUN Countries on key policy issues and discussions; 	relevant to nutrition governance <ul style="list-style-type: none"> Support SUN Country stakeholders to engage in relevant regional and global events relevant to nutrition (e.g. WHA Hub amongst others) Briefings are prepared and disseminated to SUN Countries on key policy issues and discussions 	Movement Secretariat and Coordinator (part of the total travel budget allocation of USD 550,000) + USD approx. 45,000 to organize the WHA Nutrition Hub (May 2020) <ul style="list-style-type: none"> HR personnel costs + other operational costs

Primary Outcome <i>(as per SMS Multi-year activity framework)</i>	Intermediary Outcome <i>(as per SMS Multi-year activity framework)</i>	Outputs (2020 revisions in blue) <i>(as per SMS Multi-year activity framework)</i>	Revised Set of Activity Indicators (2020 revisions in blue) <i>(as per SMS Multi-year activity framework)</i>	2020 Activities <i>(as per SMS 2020 workplan)</i>	2020 Budgeting <i>(as per SMS 2020 workplan)</i> <i>(only big projects are included – recurrent HR and operations costs cut across all activities)</i>
		Countries if there is significant interest or perceived value in discussing the issues under consideration.			
		1.3.3. SUN Movement Secretariat works to strengthen collaboration with existing partners and forge new relationships with partners that will help accelerate progress on nutrition (including but not limited to: alliances working on climate change; women’s and girls’ empowerment; education; food systems and agriculture; disaster risk reduction; and humanitarian responses.)	<ul style="list-style-type: none"> At least 3 new relationships are developed with key partners that can help accelerate progress on nutrition. 	<ul style="list-style-type: none"> New relationships are developed with key partners that can help accelerate progress on nutrition 	<ul style="list-style-type: none"> HR personnel costs + other operational costs
2. Increased implementation and monitoring of nutrition multi-sectoral	2.1. Improved access to and better use of resources for multi-sectoral plans	2.1.1. The Secretariat will ensure that the Networks and Communities of Practice support the enhancement of the utility of country	<ul style="list-style-type: none"> % of NEW plans reviewed by the SUN Movement Secretariat using the Quality Checklist (80% in 2017, 	<ul style="list-style-type: none"> Review of National Nutrition Plans using quality checklist including country support towards 	<ul style="list-style-type: none"> HR personnel costs + other operational costs

Primary Outcome <i>(as per SMS Multi-year activity framework)</i>	Intermediary Outcome <i>(as per SMS Multi-year activity framework)</i>	Outputs (2020 revisions in blue) <i>(as per SMS Multi-year activity framework)</i>	Revised Set of Activity Indicators (2020 revisions in blue) <i>(as per SMS Multi-year activity framework)</i>	2020 Activities <i>(as per SMS 2020 workplan)</i>	2020 Budgeting <i>(as per SMS 2020 workplan)</i> <i>(only big projects are included – recurrent HR and operations costs cut across all activities)</i>
plans by coordinated stakeholders in all SUN Countries.	for nutrition in all SUN Countries.	<p>multi-sectoral plans for scaling up nutrition impact.</p> <p>The Secretariat will especially support Movement-wide efforts to establish national nutrition targets and smart commitments to achieve these targets.</p> <p>It will also coordinate efforts to produce guidance on 'How to plan and cost nutrition-sensitive actions' as well as a synthesis of evidence on nutrition-sensitive interventions.</p> <p>2.1.2. The Secretariat will ensure that the Networks and Communities of Practice support the improvement of country efficiency with which financial resources are used. Working with others the Secretariat will contribute to a growing</p>	100% in 2018, 100% in 2019; At least 70% in 2020); <ul style="list-style-type: none"> • % of budget analyses received from SUN countries that are reviewed by the Secretariat to inform advocacy efforts at global and country levels (50% in 2017, 60% in 2018, 70% in 2019; At least 70% in 2020); • % of SUN countries doing their annual joint-assessment and linking it with monitoring of spending, implementation and results data (50% in 2017, 60% in 2018, 70% in 2019; At least 70% in 2020); 	establishment of national nutrition targets, guidance on costing and planning. <ul style="list-style-type: none"> • Support countries to undertake 6th budget analysis • Develop Nutrition Investment database • Donor Roundtables are organized and supported • Support countries in identifying and accessing information on sources of 	<ul style="list-style-type: none"> • HR personnel costs + other operational costs

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		<p>body of information on financial tracking for nutrition through: the development of an online repository; contribution to the annual Global Nutrition Report; strengthening guidance for SUN Countries on financial tracking as well as coordination of the development of a guidance note on harmonised approaches to costing, budgeting, and expenditure tracking for nutrition-specific and nutrition-sensitive activities.</p>		<p>innovative nutrition financing</p>	
		<p>2.1.3. The Secretariat will ensure that the Networks and Communities of Practice support increased country access to finance for scaling up nutrition impact. In partnership</p>		<ul style="list-style-type: none"> Support SUN countries to build sustainable nutrition financing in national budgets through stronger domestic resource mobilisation 	<ul style="list-style-type: none"> HR personnel costs + other operational costs

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		<p>with others, the Secretariat will coordinate the documentation of lessons learned in successfully influencing national and sectoral government budget cycles to increase access to domestic funding for nutrition.</p> <p>Through a senior country finance expert, the Secretariat will support SUN Member countries in the understanding the nutrition financing landscape including supporting countries' preparedness for funding opportunities.</p> <p>2.1.4. The Secretariat will ensure that the Networks and Communities of Practice support strengthened country use of disaggregated data from multiple sources for better</p>		<ul style="list-style-type: none"> • Provide tailored advocacy and communication support to SUN country stakeholders ahead of and during each donor roundtable event • National and subnational MEAL Dashboards are developed and updated together with Networks and partners 	<ul style="list-style-type: none"> • HR personnel costs + other operational costs

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		<p>policy decision making, accountability, and advocacy.</p> <p>The Secretariat will especially support SUN Countries with advanced information systems to share their experiences and lessons, especially on how information is collected, analysed and used at sub-national levels.</p> <p>The Secretariat will also ensure that national teams are trained on how to use the country profiles for policy decision-making, accountability and advocacy.</p>		<ul style="list-style-type: none"> Support the finalization and dissemination of the OECD policy marker, in collaboration with the SUN Donor Network 	<ul style="list-style-type: none"> HR personnel costs + other operational costs
		<p>2.1.5. The Secretariat will ensure that the Networks and Communities of Practice support the scaling up of implementation of high impact actions as per country plans. Working with partners, the Secretariat will especially</p>			

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		<p>develop a mechanism to support SUN countries to identify, review and present their implementation evidence with a focus on effective coverage, capacity of their platform and impact on select nutrition indicators.</p>			
	<p>2.2. Increased salience of nutrition as a top policy, financing and institutional priority by the SUN Movement at national, regional and global levels.</p>	<p>2.2.1. The Secretariat, with support from SUN Networks and technical partners, will develop and support the implementation of an advocacy strategy for the SUN Movement Coordinator and Lead Group. It will coordinate the establishment of communities of SUN champions, of journalists and of parliamentarians and engage youth platforms. The Secretariat will also map global</p>		<ul style="list-style-type: none"> • Ensure N4G agenda included in all Coordinator countries visits • Support towards Nutrition for Growth Commitments (Summit, webinars, advocacy tools, Meetings of N4G Hub) 	<ul style="list-style-type: none"> • HR personnel costs + other operational costs • Approx. USD 40,000 to develop and implement N4G communication and advocacy plans to support country commitments. More resources will have to be raised to support the participation (travel) of SUN Countries to the Nutrition for Growth Summit.

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		<p>data gap priorities and current investments and package finance data into robust investment cases for use in advocacy.</p>			
		<p>2.2.2. With the SUN networks, the Secretariat will support the development, revision and implementation of national multi-sectoral advocacy and communication strategies as well as scalable behaviour change strategies and interventions. The Secretariat will lead on the mapping of Movement-wide social mobilisation, advocacy and communication (SMAC) assets, needs and modes or support. It will launch an online SMAC learning and sharing platform and</p>	<ul style="list-style-type: none"> • % of SUN countries mobilizing nutrition advocates (high-level, champions, parliamentarians, media) [1] (50% in 2017, 60% in 2018, 70% in 2019, At least 70% in 2020) 	<ul style="list-style-type: none"> • Monitoring of uptake of advocacy resources, • Managing and delivering advocacy and communication training for SUN countries FP • Respond to country advocacy and communications support requests as they arise • Develop and implement a communication strategy for SUN 10-year anniversary celebrations 	<ul style="list-style-type: none"> • HR personnel costs + other operational costs • Approx. USD 45,000 to create a multi-media package to mark the 10-year anniversary of SUN and better respond to current (such as COVID-19) and future challenges.

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		support on-line discussions via EN-NET.			
		2.2.3. The Secretariat will commence the development of a SUN Movement communication strategy (2021-2025) to ensure that rich country information and experience is made more widely available and will be utilised for more targeted advocacy. Building on successful SMAC approaches, capture key experiences and lessons in the annual SUN Progress Report (see 1.2.3) and strengthen media engagement with editorial meetings, story support and sensitisation sessions.	<ul style="list-style-type: none"> Increased access (website downloads) to digital and print communications generated by the Secretariat; as well as increased country stakeholder editorial contributions (number of SUN website articles and publications), virtual learning exchanges (number of SUN Movement webinars and discussion forums), and uptake of advocacy resources (downloads of tools). 	<ul style="list-style-type: none"> Develop a SUN Movement communication strategy for 2021-2025 Refurbish the SUN Movement website Finalise the SUN Movement brand book and share with relevant stakeholders. Support re-branding exercises, across Networks and other stakeholder groups. 	<ul style="list-style-type: none"> HR personnel costs + other operational costs Approx. USD 20,000 to develop a SUN Movement communication strategy for 2021-2025 Approx. USD 45,000 to restructure the website to attract a larger audience and better respond to needs, in 2020, and in the next phase.
	2.3. Strengthened functional capacities of	2.3.1. Working with others, the Secretariat will support the establishment of	<ul style="list-style-type: none"> Opportunities created for all SUN Countries who request support in 	<ul style="list-style-type: none"> Facilitate Focal Point Training events as part of the effort and 	<ul style="list-style-type: none"> HR personnel costs + other operational costs

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	<p>individuals and institutions in all SUN Countries to collaborate effectively across sectors and between stakeholders to improve nutrition.</p>	<p>criteria to assess functional capacity levels as well as an agreed set of success factors for functional capacity strengthening. The Secretariat will also facilitate and coordinate efforts to develop functional capacity strengthening plans in SUN countries including support to revise pre-service nutrition program curricula, training and coaching.</p>	<p>strengthening functional capacities;</p> <ul style="list-style-type: none"> • Efforts and investments in functional capacity strengthening are tracked and reported; 	<p>investment towards functional capacity strengthening.</p> <ul style="list-style-type: none"> • Update MSP Toolkit 	<ul style="list-style-type: none"> • Approx. USD 70,000 to cost-share the organization of a functional capacities training for francophone focal points.
		<p>2.3.2. With partners, the Secretariat will support SUN Countries to improve multi-stakeholder platform design, management, functioning and decentralisation. The Secretariat will also lead the identification of</p>	<ul style="list-style-type: none"> • % of SUN countries self-assessing that their MSP is functioning effectively, reporting scores in the Joint-Assessment of 3 or higher on both progress markers 1.3 (how members engage with 	<ul style="list-style-type: none"> • Joint Network retreat (2) to explore the roles Networks will play in Phase 3 in strengthening convergence at country level 	<ul style="list-style-type: none"> • HR personnel costs + other operational costs • Approx. USD 15,000 for two retreats of the Global Support System

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		incentives to strengthen cross-sectoral collaboration through, partnering with sectoral alliances, cross-country networking and experience sharing as well as the facilitation, production and dissemination of knowledge products.	and contribute to the MSP) and 1.5 (whether the MSP has sustained political impact) (38% in 2016; 50% in 2017; 60% in 2018 and 70% in 2019; at least 70% in 2020).	<ul style="list-style-type: none"> • Support and facilitate Joint Network regional collaboration • Strengthen relationships at country level to get in-country Networks to understand what happens at SUN Movement. 	
		2.3.3. The Secretariat will encourage SUN Countries to develop mechanisms to manage and prevent conflicts of interest in the policy management cycle and ensure that SUN Countries access the support they need for this.	<ul style="list-style-type: none"> • >80% of requests made by SUN countries for support to prevent and manage conflict of interest in their national nutrition plan or multi-stakeholder platform are responded to by the SUN Movement Secretariat, and/or Ethics Advisers, in a timely and satisfactory way which replaces previous indicator. 	<ul style="list-style-type: none"> • Facilitate development of Conflict of Interest (COI) Mechanism 	<ul style="list-style-type: none"> • HR personnel costs + other operational costs • Approx. USD 50,000 for consultancy assignment for two Ethic Advisers to support SUN countries to prevent and manage conflict of interest in their national nutrition plan or multi-stakeholder platform, and review and

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					update Ethics Framework for SUN in Phase 3
	2.4. Increased attention by all SUN Countries to the most vulnerable populations, and women and girls, in the policy and budget management cycle	2.4.1. The Secretariat will work with a team of experts to provide strategic guidance to SUN Countries for the inclusion of an equity focus to their advocacy and across the policy management cycle.	<ul style="list-style-type: none"> • % of NEW plans received from SUN countries that are reviewed by the Secretariat using the Quality Check List with an equity (gender) focus (50% in 2017; 60% in 2018 and 70% in 2019; at least 70% in 2020); 	<ul style="list-style-type: none"> • Promote the 2019 Call to action to scale up gender equality and the empowerment of women and girls across SUN countries; • Collate, analyse and disseminate gender-specific findings in the 2019 Joint-Assessment; • Scale up the equity focus of the 2020 Joint-Assessment 	<ul style="list-style-type: none"> • HR personnel costs + other operational costs
		2.4.2. With support from partners, the Secretariat will document lessons learned and concrete example of applying an equity focus to implementing nutrition actions	<ul style="list-style-type: none"> • Lessons and concrete examples of applying an equity focus are complete and disseminated. 	<ul style="list-style-type: none"> • Build on and avail tools and guidance material to SUN countries, looking specifically at gender equality and the empowerment of women and girls, with assistance of partners, also leading up to the 	<ul style="list-style-type: none"> • HR personnel costs + other operational costs

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				Nutrition for Growth Summit	
3. Established system for timely and appropriate peer-to-peer exchange and technical cooperation for all SUN countries	3.1. Increased use by all SUN Countries of peer-to-peer exchange including on issues related to specific contextual challenges and opportunities	<p>3.1.1. The Secretariat will facilitate and document virtual and face-to-face exchanges among SUN Countries every quarter in relation to a theme of common interest to SUN countries.</p> <p>In addition, the Secretariat will organise, facilitate and synthesize the findings of exchanges amongst SUN Countries according to common socio-economic or geographic situations, specialised needs or capacity levels. This could include countries facing similar weather and environmental shocks, countries that belong to the same regional economic community and countries that share comparable challenges and</p>	<ul style="list-style-type: none"> • % of countries participation in quarterly country calls focusing on SUN Movement Strategy and Roadmap priorities (>75% in 2017, >75% in 2018 and >75% in 2019, >75% in 2020) • The Secretariat also coordinates and facilitates discussions and exchanges related to specific contextual challenges and opportunities amongst SUN Countries and relevant experts as identified appropriate; • Country call summaries and related publications (In Practice Briefs, Synthesis and Summary Reports) are 	Host 4 webinars <ul style="list-style-type: none"> • 2 x N4G webinars (Commitment Guide Q1; Preparation to the Summit Q3); • JAA video tutorial/webinar (Q2) • Budget Analysis 2020 & Online Database • Participation in 4 Collaboration/Network visits (e.g. ACF gathering with CSN; AfDB sensitisation event; GNC) • Develop SUN Twinning Programme with Norad & SUN country 	<ul style="list-style-type: none"> • HR personnel costs + other operational costs

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		opportunities in scaling up nutrition.	increasingly downloaded from SUN website).		
	3.2. Enhanced responsiveness and timeliness of technical support to all SUN Countries	3.2.1. The Secretariat will coordinate efforts to ensure effective and predictable responses from within the Movement to SUN countries' requests for out-of-country / external support so that they can accelerate efforts to scale up nutrition. This will be done by identifying recurring gaps and convening stakeholders to respond in a systematic, transparent and coordinated way.	<ul style="list-style-type: none"> At least 75 % of countries' requests are responded to by the Secretariat in a timely and predictably way as part of the capacity to deliver mechanism; 	<ul style="list-style-type: none"> Respond to capacity building request from SUN FP arising from SUNGG and JAAs Align country priorities with country projects from TAN partners (NI & MQSUN+) Explore alternative sources of support for TA to SUN Countries 	<ul style="list-style-type: none"> HR personnel costs + other operational costs
	3.3. Established technical secretariat in the SUN Movement Secretariat for	3.3.1. The Secretariat will continue to act as the technical secretariat of the SUN Movement pooled fund (hosted by UNOPS). The Secretariat will	<ul style="list-style-type: none"> The Secretariat provides efficient support to a potential new SUN Movement pooled fund. 	<ul style="list-style-type: none"> Provide efficient support to the SUN Movement pooled fund ensuring the successful completion 	<ul style="list-style-type: none"> HR personnel costs + other operational costs

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	management of possible new SUN Movement Pooled Fund	support the work of the Consultative Group trust fund's Management Committee, including the review of progress of approved projects as well as assessment and collation of lessons learned from the program and initiatives supported.		of all 64 current Phase 2 pooled fund projects <ul style="list-style-type: none"> • Provide support for the visioning process of a potential new SUN Movement Pooled Fund for phase 3 	