Scaling Up Nutrition (SUN) Movement Secretariat

Inception Report

December 2012 – June 2013

Acronyms

HLTF   High Level Task Force on Global Food Security

IT   Information and Technology

M&E   Monitoring and Evaluation

SUN   Scaling Up Nutrition

SMS   Scaling Up Nutrition Movement Secretariat

SRSG   Special Representative of the UN Secretary General for Food Security and Nutrition

UNDP   United Nations Development Programme

UNOG United Nations Office in Geneva

UNOPS United Nations Office for Project Services

UNSIC UN System Influenza Coordination

SCALING-UP NUTRITION (SUN) MOVEMENT SECRETARIAT - INCEPTION REPORT July 2013

Table of Contents

Annexes

SCALING-UP NUTRITION MOVEMENT SECRETARIAT - INCEPTION REPORT July 2013

1. INTRODUCTION

1.1. Background

The SUN Movement Secretariat has been built out of the High Level Task Force on Global Food Security (HLTF) Coordination Team, itself set up on the basis of the administrative arrangements of the UN System Influenza Coordination (UNSIC - initiated in 2005).

The initial estimate of the Budget for staffing and activities of the SUN Movement Secretariat for 2013-2015 was prepared in 2012 following the decision (on the basis of the 2011 SUN Movement stewardship study) to set up a secretariat that would support the SUN Movement for the period 2013-2015.

> ***Scaling Up Nutrition Movement Strategy 2012 2015[1]***:
>
> *"26. The Lead Group and the Networks are coordinated and supported by the SUN Movement Secretariat (SMS). The SMS is accountable to the Lead group, the SUN countries and the SUN Networks. The SMS – supported by dedicated task teams drawn from the Movement's membership – encourages best practice on (a) prioritising effective actions to improve nutrition, (b) monitoring and validating progress, (c) advocacy and communications throughout and beyond the Movement, (d) tracking of ressources for nutrition and (e) avoidance of conflicts of interest. It ensures that the Movement's progress is both tracked efficiently and communicated clearly. The SMS ensures that a SUN website features activities undertaken within the Movement."*

1.2. Foundation of the SUN Movement Secretariat (December 2012) and July 2013 Update

The SUN Movement Secretariat has been set up as a small and flexible coordination and supporting team connected to the SUN countries and the SUN Networks, encouraging the effective functioning and coherence of the Movement. It is headed by the SUN Movement Coordinator and serves the SUN Lead Group and his Chair in exercising its responsibility for the stewardship of the Movement.

The structure of the SUN Movement Secretariat was established using information available in 2012 regarding the evolution of the Movement and the expectations of its stakeholders. The "foundation document" is the "Description of the Action" (i.e. Action Fiche) developed during second half of 2012 for

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[1] Adopted by the Lead Group in September 2012 – available at http://scalingupnutrition.org/wp-content/uploads/2012/10/SUN-MOVEMENT-STRATEGY-ENG.pdf

the European Commission at the occasion of the negotiation of its support to the SUN Movement Secretariat. The present report is an update of the "foundation document".[2]

A review of progress in July 2013 indicates that: (1) the pace of growth of the Movement has been rapid: 32 countries in December 2012 – 41 countries in July 2013 and more countries are likely to join the Movement in coming months; (2) the stakeholders of the Movement have made important progress and had important interactions at series of high level meetings at global, regional and local level which have been supported – to some extend – by the SUN Movement Secretariat.

The capacities of the SUN Movement Secretariat have supported this important evolution of the Movement in the first half of 2013. The design and operation of the SUN Movement Secretariat has made it adaptable to a rapidly changing environment (short-term) with important uncertainties (mid-term): it has been able to respond efficiently to these changes.

The July 2013 Update gives the opportunity to revise the structure and functioning of the SUN Movement Secretariat, while maintaining its basic design as established in 2012:

- **small and flexible team functioning against an unchanged description of activities tailored to serve the SUN Countries, Networks and Lead Group and ensuring the Monitoring and Evaluation of the SUN Movement;**
- **light internal administrative capacities supported by UNOPS and UNDP;**
- **housed by UNOG in Geneva (villa la Pelouse) and UNDP in New York (DC2).**

The July 2013 Update highlights an increase in provisional budget (compared to provision made in December 2012) of 14% reflecting a slight growth in size and capacities of the SUN Movement Secretariat to adapt to evolving needs and expectations (see chapter 3 of present report). It is to be noted that the current foundation of the SUN Movement Secretariat is not designed to support a drastic change (in size, activities, expected outputs and outcomes).

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[2] The "foundation document" is available upon request.

2. ACCOUNTABILITY AND EXPECTED EVOLUTION OF THE SUN MOVEMENT SECRETARIAT

2.1. Monitoring and Evaluation Framework for the SUN Movement

The Stewardship plan for the SUN Movement called for the Lead Group to establish an appropriate mechanism of continuous monitoring and independent evaluation to ensure accountability. The SUN Movement Strategy sets out what the Movement aims to achieve over the period of the Strategy and how these objectives are to be achieved. The SUN Movement Secretariat, on behalf of the SUN Lead Group, conducted a process to develop a Monitoring and Evaluation (M&E) Framework[3] for the SUN Movement which was approved by the SUN Lead Group at their meeting on April 10, 2013.

Over the first quarter of 2013, the Secretariat worked with two monitoring and evaluation experts (MDF Training & Consultancy) to develop a M&E Framework for the SUN Movement. The M&E Framework will be used to measure the progress and effectiveness of the SUN Movement over the next three years (2013-2015). The Framework has three linked parts which monitor – *impact, outcome and output* – each with a distinct purpose.

- Monitoring the impact of efforts to Scale Up Nutrition within SUN countries: This section aims to measure changes in the nutritional status of mothers and children based on the collection and aggregation of third party data on undernutrition. The work on measuring impact currently being undertaken by the Donor Network, and led by the European Commission, will be of particular use in relation to this section.
- Monitoring the outcomes of efforts to Scale Up Nutrition as practiced by different stakeholders within the SUN Movement: This part of the M&E Framework is the core of the document. It reinforces mutual accountability by measuring the behaviour of SUN stakeholders (countries, Networks) against a set of key processes in support of scaling up nutrition.
- Monitoring the services (outputs) provided by the SUN Movement Secretariat and assessing their contribution to the SUN Movement: This part involves monitoring and reporting by the Secretariat on the contribution of its services to the ways in which different parts of the SUN Movement are functioning.

All SUN Networks have a responsibility to report on progress within their Networks against the M&E Framework to the SUN Secretariat on an annual basis for inclusion in the Annual Progress Report. The SUN Movement Secretariat will track progress in the SUN countries and against its own progress markers and will be responsible for aggregating the information received from the SUN Networks.

The Secretariat also developed a baseline survey (with expert support) using the M&E Framework. This baseline captures the situation of the Movement at the time the SUN Movement Strategy and the revised SUN Road Map were approved in September 2012 and represents the point of comparison for future monitoring and evaluation, including the independent evaluation of the SUN Movement and Secretariat foreseen in 2015. The baseline study was finalized in July 2013 and will be on-line (www.scalingupnutrition.org) in September 2013. It was translated in French and Spanish. The French and Spanish versions will be uploaded as well on the website. A retrospective stock-take of the context

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[3] M&E Framework for the SUN Movement available at http://scalingupnutrition.org/resources-archive

for nutrition before the emergence of the SUN Movement was also conducted. The stock-take report will be finalized in September 2013 and made available on the website afterwards.

2.2. Monitoring SUN Movement Secretariat Services (outputs)

The SUN Movement Secretariat serves the SUN Movement and delivers support services to the Movement as a whole. These services are considered as outputs and are tracked as routine monitoring data. The **Annex 1** to this report provides details of the activities and outputs monitored for the period 15 December 2012 – 14 June 2013 (as per reporting period for the inception report of the EU grant).

The output monitoring primarily serves the purpose of Secretariat's accountability, through which the Secretariat can demonstrate the extent to which it lives up to its mandate and contractual commitments and its demonstrated ability to learn from experiences. For the output monitoring the logical framework approach with a conventional system of Objectively Verifiable Indicators is used. The indicators that were already developed as part of the logframe of the "foundation document" indicators have been reviewed and streamlined to the extent possible without jeopardising the contractual monitoring obligations of the Secretariat vis-à-vis its donors The **Annex 1** to this report also provides explanations on revisions made to the details of activities and output indicators of the Logical Framework of the SUN Movement Secretariat.

The **Updated logical framework of the SUN Movement Secretariat** (**Annex 2** to this report) remains structured along three Result Areas:

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

The **Updated Work-plan of the SUN Movement Secretariat (2013-2015)** is in **Annex 3** to this report. It presents major milestones of the organization of work of the Secretariat without jeopardizing its capacities of adaptation to a rapidly changing Movement.

2.3. Reporting timeframe of the SUN Movement Secretariat

Based on the M&E Framework of the SUN Movement, **September 2012, 2013, 2014 and 2015 will be looked at as the timeframe/reference point** for the monitoring and reporting of the progress and achievements of the SUN Movement (including the Secretariat).

From October 2012 onwards the SUN Movement Secretariat organised its activities along the logical framework that is updated at the occasion of the present <u>Inception Report</u> (focusing on activities of the SUN Movement Secretariat for the period 15 December 2012 – 14 June 2013 in its Annex 1).

Annual Implementation Reports (from 1st October year N – 30 September year N+1)

The Annual Implementation Reports of the SUN Movement Secretariat will be based on the Progress Reports of the SUN Movement which are prepared for consideration by the Movement's Lead Group in September each year. These describe the evolution, achievements of and challenges faced by the Movement. They are based on the SUN Movement's M&E Framework and together are the Monitoring system of the Movement (including the Secretariat).

Based on elements from the Monitoring system of the SUN Movement, Annual Implementation Reports of the Secretariat will be submitted to Donors supporting financially or in-kind the Secretariat and can be delivered as follows:

- **Report on the period '1 October 2012 – 30 September 2013'** to be delivered for November 15, 2013
- **Report on the period '1 October 2013 – 30 September 2014'** to be delivered for November 15, 2014
- **Report on the period '1 October 2014 – 30 September 2015'** to be delivered for November 15, 2015

Financial Reports of Expenditures (from 15th December year N – 14th December year N+1)

An **Annual Financial Report for each calendar year (15th December year N – 14th December year N+1)** will be submitted by each June 15 of the following year. The Financial Report will include reference to all donor contributions, total approved budget over the programme period, previous year budget with realized expenditures and provisional expenditures for the coming year. The financial reports will be submitted both in USD and Euro.

A **Final report** will cover the whole implementation period **(15th December 2012 – 14th December 2015)**. It will include a stock-take of all incomes and expenditures of the Action. It is supposed to be submitted within 6 months after the end of the implementation period, therefore by June 14, 2016.

For the requests of payments of each specific contribution, the SUN Movement Secretariat will follow the specific conditions under each donor agreement.

The chart in **Annex 4** to this report summarises the proposed timeframe of delivery of the different reports.

2.4. Plan for visibility of EU and Donors' support to the SUN Movement Secretariat

The **Annex 5** to this report outlines the Communication Strategy of the SUN Movement and the actions envisaged by the SUN Movement Secretariat to ensure visibility of Donors' support to the SUN Movement Secretariat.

The SUN Movement Secretariat will include the use of donor logos and links to their host websites on the Website of the Movement (www.scalingupnutrition.org) in line with the visibility requirements of each donor as appropriate and in line with the country-led nature of the SUN Movement.

Where possible and appropriate, the SUN Movement Secretariat will highlight the role that donors are playing to support its work through the inclusion of the following language in materials produced by the Secretariat:

> *The SUN Movement Secretariat is supported by the Governments of Canada, France, Ireland, the Netherlands, the United Kingdom and the European Union, together with the Micronutrient Initiative.*

2.5. Evaluation

Within its current design, plans for the **mid-term evaluation** and **final evaluation** of the SUN Movement Secretariat are outlined in the "foundation document" as follows:

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

The SUN Movement Secretariat is encouraging all donors to align behind these plans.

It may be necessary to review the basic design of the Secretariat in relation to the changing needs of the Movement well in advance of 2015 to ensure a smooth transition from current design to any new configuration that better meets the needs of the Movement. The Lead Group will be invited to consider this option at its meeting in September 2013.

One possibility is that the **mid-term evaluation reflects on the future of the SUN Movement and explores possible scenarios for evolution in 2014. Ways to involve all stakeholders of the Movement in the mid-term evaluation will be figured out during the last quarter of 2013.**

3. STRUCTURE AND BUDGET OF THE SUN MOVEMENT SECRETARIAT – July 2013

3.1. Staffing of the SUN Movement Secretariat

In July 2013, slight complements to **Professional Staff** in the SUN Movement Secretariat are envisaged so that it adapts to the growing size and complexity of the Movement and level of expectations on the Secretariat. The details of the updated staffing plan are as follows:

- **Strategy Advisor**: this position was envisaged in the provisional plan made in 2012. The position has not been recruited yet as the SUN Movement Secretariat had to recruit the other positions and to stabilize its functioning and management first. The recruitment of this D1 level position is envisaged for early 2014 (process for recruitment to take place in second half of 2013). The existing budget line is maintained in the update.

- **Policy Advisors**: the initial plan was to recruit 7 policy advisors.
  - o 1 Advisor to the Lead Group is on board. The position is needed until the end of the period[4].
  - o 1 Advisor on Advocacy and Communication is on board as planned. In addition, 1 Advisor on Website and Communication has been recruited given the importance of providing an up-to date Website (www.scalingupnutrition.com) that is instrumental to the life of the Movement and serves as platform for sharing information from SUN Countries: the position is included in the updated budget. 1 Junior Advisor on options for "Branding" the SUN Movement is being seconded by Unilever to the SUN Movement Secretariat (the secondment is directly managed by Unilever, without transfer of money to the SUN Movement Secretariat, but the responsibility of her work lies with the SUN Coordinator): this position has no impact on the Secretariat budget.
  - o Country Trackers: The initial plan was to recruit 3 country trackers. One of the 3 has been seconded directly by France (without transfer of money to the Secretariat budget) and the 2 others have been recruited by the Secretariat. Given the increasing number of Countries joining the Movement, a fourth Country Tracker will be recruited in 2014. The updated budget of the Secretariat is restricted to funding received and spent for the Secretariat. It therefore indicates the financial requirement for 3 country trackers. The French secondment is not appearing in the budget. In addition, a support officer for the Country trackers will be recruited during the last quarter of 2013 to help maintaining the tracking system.
  - o Network Advisors: 2 Network Advisors have been recruited as planned. In addition, a support officer for the Network Advisors will be recruited during the last quarter of 2013 to help maintaining the monitoring system of the SUN Movement fully updated.
  - o Data Manager: in addition to the initial budget, a data manager has been recruited to maintain and analyse the database of the SUN Movement.
- **Liaison Officer within the Executive Office of the UN Secretary General (EOSG):** the initial plan was that the liaison officer with the OESG working for the Special Representative of the UN Secretary-General for Food Security and Nutrition (SRSG) would dedicate half of her time to the activities of the

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[4] The "period" refers to 15th December 2012 – 14th December 2015 as per EU grant agreement with the SUN Movement Secretariat

SUN Movement Secretariat. Therefore, half of the cost of the full-time position was included in the provisional budget. It appears that the demand on the position is such that almost all of her time is dedicated to SUN Movement Secretariat activities. Therefore 100% of the cost of the position is included in the updated budget.

- **SUN Coordinator:** the initial plan was that the SRSG would dedicate half of his time on SUN related activities. The growth of the Movement has led to growing demand on him. He is now dedicating around 100% of his time to the SUN Movement Secretariat. Therefore the full cost of the full time position is now included in the updated budget. NB: the SUN Coordinator has been paid from other sources (UNSIC, HLTF Coordination Team) until end of 2012.

The SUN Movement Secretariat also benefits from the support of the Chief of Staff of the office of the SRSG. This position does not appear in the budget of the SUN Movement Secretariat as it is entirely supported from funds provided for other activities of the SRSG office.

Thanks to effective budget management, the updated budget for professional staff over the period 2013-2015 is lower than the initial plan (minus 17%) despite the growth in size of the professional team of the SUN Movement Secretariat.

Some adaptation of the **Administrative Team** of the SUN Movement Secretariat is also envisaged:

- **Assistants in Geneva**: 2 full-time assistants are based in Geneva according to initial plans. In addition, a part-time assistant has been recruited to assist the SUN Movement Secretariat with travels of the staff and other administrative tasks related to the management of the Geneva office. This is reflected in the updated budget.
- **Assistant in New York**: The initial plan was to recruit a full time assistant in New York especially to assist the financial management of the SUN Movement Secretariat. Given the quality of support provided by UNOPS for financial management of the SUN Movement Secretariat, this position will now be part-time. This change is reflected in the updated budget.
- **Administrator in Geneva**: As per the initial plan, a full time administrator is based in Geneva to handle the administration of donors grants to the SUN Movement Secretariat in close relation with UNOPS and UNDP.
- **Administrator in New York**: As per the initial plan, a full time administrator from UNOPS is supporting the management of the SUN Movement Secretariat. This administrator is supported by one assistant. The cost of this support is in proportion to the overall size of the budget of the SUN Movement Secretariat.
- **Additional Support Staff**: An additional officer for IT management has been recruited to provide daily support to the staff members of the SUN Movement Secretariat and ensure smooth running of the numerous teleconferences which are critical for ensuring daily communication between the SUN Movement Secretariat and a growing number of SUN Countries. In addition, a reporting officer will be recruited in 2014 to support the preparation of the activities and financial reports of the SUN Movement Secretariat. These additions are reflected in the updated budget.

Some of the positions in the Administrative Team of the SUN Movement Secretariat existed previously in the HLTF Coordination Team before the creation of the Secretariat. Until the end of 2012 the costs of

these positions were supported by the budgets related to the other activities of the SRSG (UN System Influenza Coordination, High Level Task Force on Global Food Security).

The growth of the size of the Administrative Team of the SUN Movement Secretariat is reflected in the updated budget for Administrative staff (13% higher than initially planned).

The **Annex 6** to this report provides details of the staffing of the SUN Movement Secretariat as of July 30, 2013.

3.2.   Operations budget of the SUN Movement Secretariat

The provision for **Advisory Services** (consultancies) has allowed the SUN Movement Secretariat to recruit experts for specific tasks (development of the framework for Monitoring and Evaluation of the SUN Movement, support to the work on Conflict of Interest, support to the development of learning routes for SUN countries, etc.). Given the growing demand for specific support from the SUN Movement Secretariat, the need to be flexible to adapt to the evolution of the Movement and the expected capacities of the Secretariat, the provision for Advisory Services has been slightly increased for the period 2013-2015 (17% higher than initially planned).

A provision for **Travel** is used for missions of the SUN Coordinator and the staff of the SUN Movement Secretariat in countries and their participation in global and regional meetings as required. The provision for travel has therefore been increased in the updated budget (+49%) given the growing demands on the Secretariat (with three professional staff members being home-based and travelling regularly to Geneva).

The budget for **General Operations** is significantly increased in the updated budget 2013 (+124%). It is broken down as follows:

- **External evaluation**: the plans for mid-term evaluation and final evaluation have not been changed. They will be discussed and firmed up with the SUN Lead Group, Countries, Networks and Donors of the SUN Movement Secretariat in the last quarter of 2014.

- **Communication**: the initial budget is slightly revised to reflect more precisely the real costs of communication of the SUN Movement Secretariat. The change is not significant.

- **Printing**: the initial provision is confirmed in the updated budget.

- **Translation**: the provision for translation is substantially increased given the pressing demand from SUN Countries to provide them all the documentation of the SUN Movement Secretariat in French, English and Spanish. Occasional translations in Russian and Arabic are also envisaged. The whole website has been totally translated from English to French and Spanish in 2013. The initial provision only envisaged the translation of major publications of the SUN Movement Secretariat (Annual Progress Report of the SUN Movement). The updated provision will allow the SUN Movement Secretariat to translate all its documentation, including minutes from country calls and working documents and to update the website in English, French and Spanish (and other languages as needed).

- **Equipment & Consumables**: The initial provision allows the coverage of increased costs of equipment of the Secretariat due to additional staff: it is maintained in the updated budget.

- **Rent offices**: The cost of rent of offices in Geneva and New York is shared with the HLTF Coordination Team in 2013: the provisional cost is therefore lower than initially expected. The SUN Movement Secretariat expects to rent more space in Villa la Pelouse in Geneva but not to change location for the duration of the Action. The updated budget for this expenditure is lower than initially provisioned.

- **Website services**: The development and update of the website is supported by GMMB since 2011. This service from GMMB was largely supported by one Donor through a direct grant to GMMB. It appears that the donor now has less capacity to support Website services provided by GMMB. Therefore the SUN Movement Secretariat will need to support the cost of sustaining the website. The revised budget for this expenditure is significantly higher than initially provisioned.

- **Visibility**: the visibility plan has been developed in the first half of 2013 (see **Annex 5** to this report). The budget for this activity is maintained.

- **Special events**: No specific event organised by the SUN Movement Secretariat was planned when the initial version of the budget has been made. During the first half of 2013, it was decided to include a provision for organising yearly special events gathering the stakeholders of the Movement. The specific objectives and design of these special events will be tailored to the needs and requirements of the Movement as it evolves. A provision of €364.031 (*USD 482.800*) per year is added to the revised budget.

- **Miscellaneous direct costs:** The cost of Miscellaneous has been adjusted to take account of updated needs on the basis of real costs in first half of 2013.

The **Annex 7** to this report provides details of the Provisional Budget of the SUN Movement Secretariat as of June 2013, with a yearly breakdown 2013-2015 and a Total compared to the provisional budget made in December 2012 (attached to the "foundation document"). It highlights an increase in provisional budget of 14% reflecting a slight growth in size and capacities of the SUN Movement Secretariat to adapt to evolving needs and expectations. The Updated budget of the Secretariat is approximately 3.8 million euro *(5 million USD)* in 2013, 5 million euro *(6.7 million USD)* in 2014 and 5.6 million euro *(7.4 million USD)* in 2015; i.e. a total of **14.4 million euro *(19.1 million USD)* for 2013-2015**.

3.3. Incomes and gap

Donors have started supporting activities related to the emergence and evolution of the SUN Movement Secretariat since 2011. To pay tribute to all contributions to the activities and evolution of the SUN Movement Secretariat since its early days, the **Annex 8** provides details of the contributions, in cash or in direct secondment, received and committed in support to the SUN Movement Secretariat from 2011 until 2015.

Canada, the European Union, France, Ireland, the Netherlands and United Kingdom have supported the evolution of the SUN Movement Secretariat and are moving towards provision of multi-year financial support with joint planning and reviews.

France is supporting the Secretariat by seconding a senior staff since end of 2012. Unilever intends to support to the Secretariat by seconding a junior staff in 2013. These contributions do not appear in the overall budget as the covered costs are not included in the Budget of the SUN Movement Secretariat.

The Gates Foundation and Germany announced specific contributions for the organization of the 2013 SUN Global Gathering (New York, 23 – 24 September 2013). Micronutrient Initiative made a specific contribution to efforts for the development of a conceptual model for simulating the impact of multi-sectoral approaches to scaling-up nutrition.

The realized Budget of the SUN Movement Secretariat is 467.035 euro in 2011 (619.410 USD) and 1.030.053 euro (1.366.118 USD) in 2012 (see report "2011-2012 Implementation and Financial Report" of the Secretariat[5]). At the beginning of 2013, the Budget SUN Movement Secretariat has a positive balance of about 3.7 million euro (*4.7 million USD*). The SUN Movement Secretariat believes has to raise **an additional 4.5 million euro** *(6 million USD)* to cover the estimated Updated Budget 2013-2015[6].

in euro	2011	2012	2013	2014	2015
TOTAL Contributions per year (cash)	693,301 €	4,348,666 €	2,774,951 €	2,794,270 €	756,484 €
Cumulative TOTAL Contributions	693,301 €	5,041,967 €	7,816,918 €	10,611,188 €	11,367,673 €
TOTAL Budget per year (cash)	467,035 €	1,030,053 €	3,800,995 €	5,057,708 €	5,558,250 €
Cumulative TOTAL Budget	467,035 €	1,497,088 €	5,298,083 €	10,355,791 €	15,914,041 €
				GAP =	-4,546,368 €
in USD	2011	2012	2013	2014	2015
TOTAL Contributions per year (cash)	USD 919,498	USD 5,767,462	USD 3,680,306	USD 3,705,929	USD 1,003,295
Cumulative TOTAL Contributions	USD 919,498	USD 6,686,959	USD 10,367,265	USD 14,073,194	USD 15,076,489
TOTAL Budget per year (cash)	USD 619,410	USD 1,366,118	USD 5,041,107	USD 6,707,837	USD 7,371,685
Cumulative TOTAL Budget	USD 619,410	USD 1,985,528	USD 7,026,635	USD 13,734,472	USD 21,106,157
				GAP =	-USD 6,029,668

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[5] The "2011-2012 Implementation and Financial Report" of the Secretariat is available upon request
[6] NB: the exact figures will be provided in financial reports, based on real amounts received in the bank account. Figures presented here are estimates made on the basis of grant agreement and exchange rate at the time of the first instalment of the EU multi-year grant.

ANNEX 1: Activities of the SUN Movement Secretariat.

15 December 2012 – 14 June 2013

Result 1: The *SUN Movement Lead Group* is able to exercise stewardship over the Movement, sustain the political attention to under-nutrition and increase investments in direct nutrition interventions and nutrition sensitive development.

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

Operational Activities
- The SUN Movement Secretariat (SMS) organized the 3rd meeting of the SUN Lead Group (April 10, 2013)
- SMS organized an informal meeting of the SUN Lead Group (May 10, 2013) [see Activity 1.4]
- SMS prepared an interim report to the Lead Group on the State of the Movement, including its achievements and its challenges, over the period October 2012 to March 2013. This report was presented to the Lead Group at their 3rd meeting on April 10, 2013
- SMS maintained regular contacts with SUN Lead Group members (including through bilateral meetings and calls) with the objective of fostering their engagement in support of the SUN Movement
- SMS updated (on a monthly basis) the Lead Group Chair on the progress/challenges of the Movement
- In 2012 SMS worked on an overall SUN Movement Activity Plan which helped the identification of the strategic objectives in the SUN Movement Strategy. This exercise also informed the development of the Monitoring and Evaluation Framework of the whole SUN Movement adopted in April 2013

Achievements
- The SUN Lead Group met at the 3rd meeting (April 10, 2013) and took stock of progress against the 12 actions identified by the Lead Group at their 2nd meeting on September 27, 2012. The SUN Lead Group also requested 10 actions to be implemented by the SUN Movement during the next 6 months (April – September 2013), for review by the Lead Group at their September 2013 meeting
- The SUN Lead Group met at an informal meeting on May 10, 2013 and focused on ways in which the Lead group can increase the momentum of the Movement [see Activity 1.4]

Changes introduced in the implementation (revised Logical Framework)
- Deletion of Activity 1.1.c (*Facilitate the development and dissemination of a manifesto that indicates the contribution of the Lead Group to the SUN Movement (based on the SUN Movement strategy), updated are disseminated twice yearly*) as this activity is no longer considered necessary

Updated Workplan 2013 – 2015 (Annex 3)

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

Operational Activities
- SMS supported the efforts to mobilize resources for scaling up nutrition in countries and kept Lead Group members informed of these developments through information notes and regular contacts
- SMS encouraged support to countries to reconcile external and internal funding against the national costed plans [see Activity 2.2]
- SMS supported on-going work by the SUN Donor Network to establish a consistent method for tracking financial investments in nutritional outcomes. SMS engaged closely with this process to ensure that the tracking of spending is consistent with the process of costing national nutrition plans [see Activity 2.2] in order to ensure transparency around needs and spending

Achievements
- During the SUN Senior Level Meeting in Brussels on March 14 and 15, 2013 the Donor Network committed to develop a methodology to improve the quality and availability of data on external development assistance aimed at addressing under nutrition. The expected results from this project include a common methodology to assess all nutrition specific and nutrition sensitive external development assistance for donors who report to the OECD-DAC for a baseline year (2010) and one additional year (2011), as well as feasible options to improve nutrition resource tracking over the long term
- The SUN Donor Network is assessing catalytic financing options
- Analysis of the costs of 20 SUN Country Plans is finalized, translated and made available (including on the website) [see Activity 2.2]

Changes introduced in the implementation (revised Logical Framework)
- Deletion of Activity 1.2.c (*Ensure that all advocacy messages and resource mobilisation strategies of the Movement are sensitive to the gender dimensions of nutrition and recognise the importance of women's empowerment for improvements of the nutrition of populations*) as the core of this activity is already reflected under Activity 1.4 on high level advocacy

Updated Workplan 2013 – 2015 (Annex 3)

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

Operational Activities:
- SMS recruited an external consultancy company (MDF Training & Consultancy) for the development and establishment of a Monitoring and Evaluation (M&E) Framework facilitating the appreciation of progress and effectiveness of the SUN Movement over the next three years (2013-2015)
- With the technical support from the consultancy company, SMS supported and facilitated the development of the SUN Movement's M&E Framework through a process which included extensive consultation with SUN Networks and SUN Countries

- SMS constituted a Reference Group, consisting of representatives of all Networks and Lead Group to support this work
- A two-day design workshop with representatives from SUN Networks was held in Geneva on March 7 and 8, 2013 with the objective of advancing on a shared M&E Framework for the Movement
- With the technical support from the consultancy company, SMS took stock retrospectively of the context for nutrition, in early-2010 before the emergence of the SUN Movement
- With the technical support from the consultancy company, SMS established the baseline situation for the Movement at September 2012 to determine the point of comparison for future monitoring and evaluation, including the independent evaluation of the SUN Movement (including Networks, Lead Group, etc) and Secretariat foreseen in 2015

Achievements
- SUN Movement M&E Framework was approved by the Lead Group (April 10, 2013), uploaded on the website and translated in Spanish and French. The Spanish and French versions will be uploaded as well
- SUN Movement Baseline Report (September 2012) was developed. It will be uploaded on the website in September 2013. It was translated in French and Spanish and the French and Spanish versions will be uploaded as well on the website
- SUN Stock taking Report (prior to September 2012) was developed. It will be finalized and disseminated (uploaded on the website) in September 2013

Changes introduced in the implementation (revised Logical Framework)
- Two new indicators were included to reflect activities related to the Mid-Term and Final Evaluation of the SUN Movement**:** 1.3. i (*Terms of references for the final evaluation are available*) and 1.3.j (*Mid-term evaluation report is disseminated, as appropriate*)

Updated Workplan 2013 – 2015 (Annex 3)

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

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Operational Activities
- SMS organized an informal meeting of the Lead Group (May 10, 2013) to encourage Lead Group members to undertake high level advocacy
- SMS prepared key advocacy messages for Lead Group members in occasion of high level event and tailored to the specific context and audience
- In preparing the interim State of the Movement report (October 2012 – March 2013), SMS requested Lead Group members to provide an update on the work they are undertaking in advocating for SUN in their individual and collective spheres of influence

Achievements
- The SUN Lead Group met at an informal meeting (May 10, 2013) and focused on ways in which the Lead Group can increase the momentum of the Movement through intense and targeted advocacy in relation to high-level nutrition events (including the "International Conference against Child under-nutrition: Saving Lives and Building Nutrition Resilience: which approaches, what financing?" organized by UNICEF and the Government of France in Paris on May 14 and 15, 2013; the High Level event on "Nutrition for Growth" in London on June 8, 2013 hosted by the UK as Chair of the G8, with the Children's Investment Fund

Foundation (CIFF) and the Government of Brazil; "Sustaining Political Commitments to Scaling Up Nutrition" on June 10, 2013 in Washington DC, hosted by Concern Worldwide and Bread for the World).

- At the Lead Group informal meeting on May 10, 2013, Lead Group members and their representatives agreed to work together: 1) To stimulate highest-level participation in the events; 2) To ensure a strong focus in the meetings on ensuring that commitments lead to results; 3) To encourage a focus on strong systems for monitoring and mutual accountability among stakeholders; 4) To enhance linkages between national and global actions (and actors); 4) To ensure that high-level meetings are a galvanizing influence within national efforts; 5) To encourage inclusivity within the high-level events.
- Lead Group Members were provided by the SMS with key messages for major events including the 2013 World Economic Forum in Davos (January 24, 2013) and the High Level event on "Nutrition for Growth" (June 8, 2013)
- A document was prepared and shared with all Lead Group members at their 3rd meeting (April 10, 2013) gathering major contributions from (9) SUN Lead Group members to advocate for the SUN Movement.

Changes introduced in the implementation (revised Logical Framework)
- Deletion of activity 1.4. e (*Identify up to 20 nutrition champions throughout the Movement (10 in 2013): equip them with advocacy materials, empower them to be effective, monitor their achievements, and ensure that they are closely linked to the Lead Group*) as the identification of nutrition champions is taken forward by other actors
- Replacement of indicator 1.4.iii (*Nutrition (and SUN) is referred to within global agendas in ways that identify deliverables, encourage commitments from major stakeholders and indicate accountability for impact*) with a new indicator better reflecting activity 1.4 m (*Brief Lead Group members to help them be effective advocate*)

Updated Workplan 2013 – 2015 (Annex 3)

Activity 1.5 (new): Foster greater understanding of the SUN Movement and its progress

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Operational Activities
- SMS, with the technical support from GMMB, ensured the development, update and maintenance of the scalingupnutrition.org website
- SMS recruited a consultancy company (Euroscript) for the translation of the website
- SMS identified potential topics for short briefing notes including obesity, adolescent girls and the concept of Nutrition Justice. 5 of these notes are expected to be produced by December 2013.
- SMS produced regular updates to ensure that SUN Movement supporters, who have signed up to receive the update sent by e-mail every month, are informed of the latest developments across the movement and kept abreast of upcoming opportunities and cutting-edge research and evidence
- SMS gathered relevant pieces of information and news through constant relations with SUN Country Focal Points who regularly update the SMS on in-country progress and possible challenges. SUN Networks are as well a key provider of information relevant to the activities of the SUN Movement
- SMS initiated the drafting of the 2013 Progress Report (to be released at the SUN Movement Global Gathering in September 2013)

Achievements

- First draft of SUN Movement positioning piece (tag-line, "elevator pitch") is complete and will be finalized by the end of August
- Plan to integrate new messaging in all communications materials in time for SUN Global Gathering in September 2013 is completed
- The new website has been expanded and enriched to include the widest range of information on all SUN Movement stakeholders and countries and re-launched on February 18, 2013
- Website translated into French and Spanish (May 2013); all 41 countries have own sections on website; daily updates posted on developments across the movement and Monthly Newsletter Circulated to over 1,000 supporters of the Movement
- SUN Movement 2 page briefing note, 'SUN by the Numbers', PPT and brochure created, continuously updated and available on SUN Website

Changes introduced in the implementation (revised Logical Framework)

- Activity 1.5 and related indicators were added under Result Area 1 to better reflect current efforts within the SMS to foster greater understanding of the SUN Movement and its progress within and outside the Movement itself

Updated Workplan 2013 – 2015 (Annex 3)

> *Result area 2:* **Each *SUN Country* is better able to bring together national stakeholders for implementation of effective actions to Scale Up Nutrition, to learn how best to do this from experiences of other SUN countries and to access aligned external support for realising its objectives.**

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

Operational Activities

- SMS organized **teleconferences** with SUN Government Focal Points (grouped per geographic areas or language: Francophone/Anglophone/Hispanophone/Asian countries) which take place every six weeks and are chaired by the SUN Movement Coordinator. SMS developed minutes and summary notes of the discussion within two weeks after each call. There were translated in French and Spanish and shared with the Focal Points for their comments
- During country calls, SMS engaged SUN Government Focal Points in strategic discussion around   priorities such as: 1) Costing and implementation of country plans for improved nutrition: 2) Development or strengthening of M&E systems; 3) Articulation of needs and alignment of in-country support as first line of response. Each country progress and/or specific concerns orrequests was captured at the end of each country call
- SMS worked with the SUN Government Focal Points as they track progress and made country information regularly available through **Country Progress Update Tables** which track progress by SUN Countries around *four processes indicators* (outlined in the SUN Movement Strategy)[7]. These Country Progress Updates were updated during country calls

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

and shared with countries after each call. They also informed conference calls of the SUN Network Facilitators as well as meetings of the Lead Group

- Country Progress Update Tables serve as the basis for **SUN Country Briefs** which summarize information on progress by Countries and which are updated, translated and made available on the website
- 40 (or more) SUN Government Focal Points will be present at the occasion of the SUN Global Gathering in New York (September 23 and 24, 2013). SUN Networks participants will be involved in the meeting as well.
- SMS is working to produce a **Details of Country Progress** as part of the Progress Report of the Movement. The Details of Country Progress gather information on countries organized around the four process indicators (available in the Country Progress Update Tables) and is collated by the SMS and validated by countries

Achievements
- Four teleconferences with up to 40 Country Focal Points took place and minutes and summary notes were produced, translated, made available on the website. Key outcomes of these calls were shared with SUN Networks Facilitators in advance of their six-weekly calls

Changes introduced in the implementation (revised Logical Framework)
- Deletion of Activities 2.1.a, 2.1.b, 2.1.d and 2.1g and deletion of Indicators 2.1.i and 2.1.ii as to better reflect the evolution of the kind of interaction between the SMS and SUN Countries. For instance the activity related to "*establishing working methods for SUN Government Focal Points and agreeing on Terms of Reference*" was deleted as it is not the SMS responsibility to set the working patterns in countries. The SUN Strategy is setting the strategic objectives and principles of engagement to which SUN Countries and other stakeholders commit to work for and to align to
- 2 new Indicators were added (2.1.d. and 2.1.e) and 1 Indicator was further elaborated (2.1.a) to reflect the relevance of engaging in regular strategic discussions with SUN Country Focal points and its modality (i.e. six weekly interactions and yearly meetings) and related outcomes (i.e. SUN early progress reports made in consultation with SUN Country Focal Points)

Updated Workplan 2013 – 2015 (Annex 3)

Activity 2.2: Track progress in SUN countries

Operational Activities

Four processes
- SMS worked to enable new SUN Countries (11) to report and demonstrate their progress in Scaling Up Nutrition along the four processes (identified in the SUN Strategy). SMS updated Country Progress Update Tables of the other 29 SUN Countries [see also Activity 2.1]
- In order to assure quality, consistency and credibility of joint reports coming from SUN Countries, SMS has initiated a qualitative evaluation of the four processes
- SMS is preparing documentation of best practices for scaling up nutrition along the four processes
- SMS is preparing the 2013 SUN Progress Report with compiled country information on progress along the four SUN processes

Costing
- SMS with support from external consultants (MQSUN - a consortium of eight non-state

organisations leading the field of nutrition) completed the cost analysis of 20 national plans to estimate the overall costs of implementing concerted efforts for improved nutrition
- SMS provided a standardized definition of Specific Nutrition Actions, Nutrition Sensitive Approaches and Nutrition Governance to inform the analysis of the costed plans and facilitate the discussion among partners in the SUN Movement
- SMS was invited to contribute to the development of the content for the Nutrition for Growth event (London, June 8, 2013) by providing inputs for the estimation of results, costing and financing
- SMS supported the communication and preparation for participating countries in international events with a particular focus on the costs of implementing concerted efforts for improved nutrition

Simulation
- SMS recruited an external consultancy company (Columbia University) for the development of a conceptual model for simulating the impact of multi-sectoral approaches to scaling-up nutrition

Conflict of Interest
- SMS supported, with the support of an individual external consultant, the development of an independent consultation process on Conflict of Interest in the SUN Movement

Learning
- SMS is undertaking a mapping of knowledge gaps, learning interests, and best available practices that can serve for a learning exchange between different SUN countries
- SMS recruited an individual external consultant to undertake a mapping exercise of the knowledge gaps, learning interests, and best available practices that can serve for a learning exchange between different SUN countries. Based on this mapping exercise, the learning needs will be identified as well as the relative costs for a learning package through exchange routes

Regional Resource Centres
- SMS engaged strategic discussion on possible Regional Resource Centres, especially in Thailand and South Africa and continued exchanges with countries proposing to set up Regional Learning Hubs and with stakeholders that could contribute to sharing experiences and learning
- SMS was invited to contribute to the concept note on Nutrition Resource Hubs for the 'Nutrition for Growth' preG8 meeting held in London on June 8, 2013

Achievements

Four processes
- Baseline (Country Template) for reporting on progress for the new 11 SUN Countries is finalized and shared

Costing
- Analysis of the costs of 20 SUN Country Plans is finalized, translated and made available (including on the website) through different products: 1) Summary Report; 2) Two-pager presentation for each country; 3) Power-point presentation
- 15 SUN countries have made their costed nutrition plans publically available. A further 5 National plans are currently under development or being finalized or updated (Bangladesh, Burundi, Kyrgyz Republic, Rwanda, Pakistan). As other countries make their plans available they are shared on the SUN Movement website

Simulation
- The Columbia University's first paper is submitted. It is a comprehensive literature review of the impact of different sectoral interventions on nutrition

- With the support offered by the SMS, in April 2013 the Gates Foundation approved a project proposal from the Global Social Observatory (GSO), an independent forum for multi-stakeholder dialogue, for a Consultation Process on Conflict of Interest in the SUN Movement. This transparent process will aim to ensure that all stakeholders within the Movement can contribute fully to achieving the Movement's objective of delivering better nutritional outcomes for mothers and children. The project will be undertaken from April 2013 to February 2015. This process is independent of the SUN Movement Secretariat. It has three objectives: (i) a mapping of issues; (ii) agree a guidance note on Conflict of Interest; and (iii) multi-stakeholder shared learning exercises in relation to specific incidences or possible areas of conflict of interest

Learning
- One survey monkey to know more about of best practices for scaling up nutrition was finalized, translated and is planned to be sent to SUN Movement Stakeholders during the first week of July 2013

Regional Resource Centres
- The SUN Movement Coordinator visited Bangkok in February 2013 and India in April 2013 to explore the interest in, and options for setting up a Nutrition Resource Hubs

Changes introduced in the implementation (revised Logical Framework)
- Deletion of Activities 2.2.a, 2.2.d and 2.2.ii and of Indicator of 2.2.ii as they were redundant and beyond direct responsibility of the SMS. Revised Activities better reflect the interaction between the SMS and SUN Countries

Updated Workplan 2013 – 2015 (Annex 3)

Activity 2.3 (new): Empower Stakeholder Advocacy and Communications

Operational Activities
- SMS produced a detailed mapping of both the progress and requests for support for Advocacy and Communications from SUN countries
- SMS provided targeted advocacy and communications support to multi-stakeholder platforms (including key message to the Lead Group for the participation at major events – World Economic Forum 2013 and Nutrition for Growth event).
- SMS produced revised TOR for the Scaling Up Nutrition Advocacy and Communication Team (SUN ACT) to reflect agreement taken after the Nutrition for Growth event to include representatives from all Networks. SMS organized calls to each Network Facilitator (last week of June 2013) to secure buy-in and nominations for representation on SUN ACT

Achievements
- 2-page costing summaries have been produced to support the advocacy efforts of the 16 SUN countries that have participated in the costing exercise. Summaries are also being produced for the additional 4 countries that have recently joined the exercise.
- The first call of the new SUN ACT is planned for mid -July 2013

Changes introduced in the implementation (revised Logical Framework)
- Activity 2.3 and related indicators were added to better reflect current efforts within the SMS to empower stakeholder advocacy and communications

Updated Workplan 2013 – 2015 (Annex 3)

Result 3: Stakeholders from self-governing and mutually accountable *SUN Networks* respond to needs of SUN Countries in a timely and effective way and contribute to responsive and aligned assistance to SUN countries.

Activity 3.1: Ensure that the four SUN stakeholder networks provide an optimal service when receiving and responding to requests identified by governments and other stakeholders within SUN countries

Operational Activities
- SMS participated in meetings of individual Networks to encourage ways in which they can respond to country needs in a fully and transparent manner
- SMS organized six-weekly SUN Networks Facilitators' calls which include briefing on Country Networks calls and main conclusions (as background material the SMS circulates the Reports of Country Calls with table of country needs in advance of the call). SMS prepared the minutes of the discussion which were shared with the Network Facilitators and then with the SUN Government Focal Points. They were then translated in French and Spanish and uploaded on the website
- SMS maintained on-going informal contacts with SUN Networks Facilitators on one to one basis including monthly calls (three calls took place as of June 2013)
- SMS participated in all SUN Donor Network calls and meetings including the ''Scaling Up Nutrition Senior Officials Meeting'' in Brussels on March 14-15, 2013
- SMS participated in SUN Business Network Launch (Dec. 2012) and CSO Network launch (June2013)
- SMS participated in some SUN UN Network calls
- All SUN Networks Facilitators and other Networks' representatives will be involved at the occasion of the SUN Global Gathering in New York (September 23 and 24, 2013)
- SMS maintained contact with individual Networks to ensure Networks' activities are reflected in the website content

Achievements
- SUN Donor Network has agreed Terms of Reference (Dec. 2012)
- SUN UN Network has agreed Terms of Reference and Workplan (June 2013)
- SUN Business Network Strategic and Operational Plan presented to SUN Business Network Launch (Dec. 2012). Finalisation required.
- SUN CSO network has governance structure (November 2012) and draft strategy (January 2013) in place. Steering group of the SUN CSO Network governance meets regularly every 6 weeks
- Three SUN Network Facilitators' calls took place
- CSO Network approach paper for communication drafted (June 2013) which includes ways to maximize use of the sun website.

Changes introduced in the implementation (revised Logical Framework)
- Deletion of Activities 3.1. f and g and related Indicator on the development of the Task Teams (*Ensure development of the first set of five Task Teams before end of first half of 2013, monitor their work and report to the Networks and Lead Group on their efficacy across the movement, adapt them in the light of changing needs; Ensure full involvement of the Networks in the work of the Task Teams*). The approach is eventually more flexible and ad-hoc with different ways of grouping actors being set up depending on issue and context

- Deletion of Indicator 3.1. iii on the identification of Network Facilitators as this is included in the Activity and Indicator on Networks Governance
- New Indicator (3.1.e) on the operation of the SUN website as a tool for advocacy, communication and coordination

Updated Workplan 2013 – 2015 (Annex 3)

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

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Operational Activities
- SMS liaised with all SUN Networks to ensure they could contribute in the development of M&E Framework for the SUN Movement which includes Network activities [see Activity 1.3]
- SMS ensured that country needs are communicated to Networks as standing item of six-weekly Network Facilitators' Calls (more detailed work on this will take place in the second half of 2013)
- SMS ensured that SUN Network Facilitators are consulted as part of GSO Consultation on Conflict of Interest [see Activity 2.2]

Achievements
- M&E Framework for the SUN Movement endorsed by the SUN Networks
- SUN Network Facilitators were consulted in the development of the "State of the Movement" Report" to SUN Lead Group (April 2013) [see Activity 1.1]

Changes introduced in the implementation (revised Logical Framework)
- Deletion of the Activity 3.2.b (*Monitor progress of Networks against their milestones including those for governance and internal accountability*) as it is included in the Activities/Indicators related to the M&E Framework of the SUN Movement
- Re-wording of the indicators related to the responsiveness of Networks to Countries needs

Updated Workplan 2013 – 2015 (Annex 3)

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

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Operational Activities
- SMS supported the MPTF Management Committee in reviewing proposals submitted by requesting entities for consistency with agreed SUN principles and SUN MPTF criteria
- SMS facilitated the revision of the MPTF reporting formats to align to overall M&E Framework SUN Movement and for increase sharing of good practice
- SMS organized, in collaboration with the MPTF Office, the MPTF Management Committee meetings and prepared the summary of discussion, made available on the website
- SMS prepared, in collaboration with the MPTF Office, the 2012 Annual Report of the SUN Movement MPTF with lessons learnt and next steps

Achievements
- 2 additional proposals were recommended to the MPTF Management Committee for approval in December 2012
- 1 additional proposal recommended for funding in May 2013

- MPTF reporting formats revised to align to overall M&E
- Minutes of MPTF Management Committee's meetings of December 2012 and May 2013 are available on the website
- Summary of all approved proposals published on website
- SUN MPTF annual report produced and published in May 2013 and available on the website

Changes introduced in the implementation (revised Logical Framework)
- Deletion of Activity 3.3.b (*Triangulate information with appropriate SUN Networks, stakeholder groups and in-country actors including SUN Government Focal Points and donor conveners*) as Activity 3.4 n on cross Network and cross Movement communication and learning captures the original meaning of Activity 3.3.b as well
- Deletion of Indicators 3.3.i (*MPTF Management Committee agree on Terms of Reference and Rules of Procedures for the running of the fund, and clear criteria for funding priorities*) and 3.3.iii (*Funding for proposals agreed by the MPTF management committee are disbursed*) as specifically related to activities of the MPTF Management Committee and not of the SMS.

Updated Workplan 2013 – 2015 (Annex 3)

Activity 3.4 (new): Facilitate communication, learning and engagement across the Movement

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Operational Activities
- SMS ensured that all relevant documents are translated and shared on the website (www.scalingupnutrition.org)
- SMS produced web-based updates on work underway such as the M&E Framework and the Consultation on Conflict of Interest
- SMS is preparing case studies of good practice from across the Movement to be shared

Achievements
- Short report and executive summary of Costing Exercise complete, translated and available on SUN website [see Activity 2.2]
- 2 Page Summaries of each country with costed plan underway for being made available on SUN website (with countries for approval)

Changes introduced in the implementation (revised Logical Framework)
- Activity 3.4 and related indicators were added to better reflect current efforts within the SMS to Facilitate communication, learning and engagement across the Movement

Updated Workplan 2013 – 2015 (Annex 3)

ANNEX 2: Revised Logical Framework of the SUN Movement Secretariat – June 2013

	Intervention Logic	Objectively verifiable Indicators of IMPACT	Sources and means of Verification	Assumptions
Overall Objective	To contribute to the Millennium Development Goals and to the global targets established by the 2012 World Health Assembly	Global reduction in the prevalence of under nutrition	Millennium Development Goals Progress Reports WHO reporting on implementation of WHA Resolution 65.6	
Specific Objective	A Strengthened SUN Movement maintains nutrition high on the international development agenda and SUN countries achieve progress against commitments for the reduction of under-nutrition	SUN countries are demonstrating significant reductions in under-nutrition, in line with, or exceeding, expected results in their Results Frameworks, referenced by the WHA targets of: - 40% reduction of the global number of children under five who are stunted; - Reducing and maintaining child wasting to less than 5%; - 30% reduction of low birth weight; - No increase of child overweight; - 50% reduction of anaemia in women of reproductive age; - Increase exclusive breastfeeding rates in the first six months of life up to at least 50%. and - Increased access to affordable nutritious food, clean water, sanitation, healthcare and social protection. Political attention to nutrition is sustained on international agendas such as the G8, G20, EU Presidencies, CFS and WHA	- National Representative Surveys (MICS, DHS, SMART) - Ad hoc published surveys if validated - FAO SWOC, database of JMP on Water supply and sanitation, SOWMR - List of advocacy pieces, and speeches delivered at global level, nutrition and SUN references in outcome documents tracked on SUN website	Political momentum for scaling up nutrition continues to grow in the international arena SUN Country Governments maintain and implement their commitments to scaling up nutrition SUN Networks are responsive to Country requests for support Actions addressing under-nutrition are effective in reaching vulnerable groups

	Intervention Logic	Objectively verifiable Indicators of OUTCOMES	Sources and means of Verification	Assumptions
Expected results	**1** Sustained political attention and increased investments for direct nutrition interventions and nutrition sensitive development. (*SUN Movement Lead Group)*	− SUN Lead Group meetings are held bi-annually to discuss progress of and provide direction to SUN Movement. − Accountability Framework and Annual operating plans for the Movement are in place by April 2013 to enable timely, responsive and aligned of actions to scale up nutrition. − Development of figure for the costing of preventing a child from stunting helps build investment case and leads to an increase in resources committed to nutritional outcomes. − Increased domestic and international investments in nutrition are assessed through improved tracking mechanisms.	- Letters of commitment from Governments participating in the Movement - List of members supporting the SUN Strategy and revised Road Map - Minutes of Lead Group meetings - SUN Movement Accountability Framework - M&E Baseline, mid- term and final evaluation reports - OECD data	Lead Group maintains its interest in pursuing the objectives of the SUN movement Official Development Assistance is not affected by the financial crisis, and donor countries continue their efforts to commit 0.7% of their GDP in ODA. SUN countries continue to prioritise nutrition. SUN Networks are functioning and its members are prepared to commit resources in order to be responsive to requests for assistance from SUN countries.
	2 Increased capacity of *SUN Countries* to coordinate and implement effective actions to Scale Up Nutrition	− All SUN Countries have a functioning high level convening body for nutrition and an effective SUN Government Focal Point. − All SUN Countries have functioning in-country multi-stakeholder platforms (MSPs) with participation from key stakeholder groups and sectors. − All SUN Countries have a coherent policy and legal framework. − All SUN Countries have an agreed common results framework, to align efforts of government sectors and stakeholders, and which include an agreed implementation matrix linked to an M&E framework and to estimates of financial requirements (including capacity building). − All SUN Countries are enabled to establish systems to monitor progress and accountability and enable impact. − SUN countries invest significantly more of their own resources for the reduction of under-nutrition. − Countries that join the SUN Movement progress along the SUN stages of preparedness.	- SUN Network briefs and Network reports available on the website - Shared summary notes of bi-monthly teleconferences - updated SUN website - Country Common Results Frameworks - SUN Country Template - National Representative Surveys (DHS, MICS, SMART) - Ad hoc published surveys if validated - GINA WHO Database - NATSN FAO Database	National governments lead the way in translating commitments into actions though high-level political support and prioritisation of nutrition at country level Political, financial or bureaucratic situation at country level do not hamper actions on nutrition SUN countries are supported in their actions by Lead group and SUN Networks as set out in agreed accountability framework and activity plans SUN government Focal Points continue to engage with the SUN Secretariat SUN countries and network partners at country level commit and actively contribute to the in-country MSPs.

	Intervention Logic	Objectively verifiable Indicators of OUTCOMES	Sources and means of Verification	Assumptions
Expected results	**3** Effective and accountable SUN Networks are able to respond to the needs of SUN Countries in a timely and effective way	− SUN Networks have agreed Terms of Reference, Governance Structures, Principles for Responsible engagements, Accountability Frameworks and Activity Plans that are implemented. − All SUN Networks are able to contribute to timely aligned and responsive actions in support of SUN countries. − SUN Network Convenors at country level are actively participating in Country multi-stakeholder platforms. − The SUN MPTF enables members of the civil society network to better participate in the Country multi-stakeholder platforms.	- Internal communications and minutes of network meetings demonstrate the extent to which Networks respond to country needs - Network Terms of reference, Governance Structures, Activity Plans, Accountability Frameworks - Progress report of stakeholder networks updated on an annual basis available on SUN Website - Reports (narrative and financial) prepared by the MPTF Office are available online	In-country partners do align behind country-led efforts SUN Networks are functioning and its members are prepared to commit resources and prioritise SUN (within their own organisations' workplans) in order to deliver the collective action necessary to achieve the SUN Strategy. SUN Networks agree on their own principles of engagement The Secretariat's role is recognized by SUN stakeholders including SUN countries and receives financial support from donors SUN Network facilitators are able to act as catalysts within their own Networks SUN countries continue to work with multi-stakeholder platforms.

Outputs		Activities	Objectively Verifiable Indicators of OUTPUTS
1. Outputs related to the SUN Lead Group	1.1. Provide assistance to Lead Group so that it can exercise accountable stewardship over the Movement in line with its Strategy and Revised Roadmap	(a) Organise meetings of the Lead Group, report regularly on to the Lead Group Chair, prepare messages – as requested – from the Chair to Lead Group members, prepare and provide reports for Lead Group members two weeks in advance of its meetings; update the SUN Movement Strategy when requested by the Lead Group; (b) Communicate decisions of the Lead Group throughout the SUN Movement Networks, ensure that the decisions are implemented through the Networks and throughout the Secretariat, report back to Lead Group Chair on implementation; (c) Develop an annual Operating Plan for the Movement – with milestones – that translates the revised Road Map into agreed actions, indicates collective and individual responsibilities and serves as a basis for the Lead Group to exercise stewardship;	(a) Meeting are organised twice yearly; reports are prepared on a monthly basis; Movement Strategy agreed by the Lead Group disseminated throughout the Movement and updated as appropriate; (b) Lead Group meetings to discuss SUN progress are prepared by Secretariat twice a year; (c) Annual operating plans for the Movement are developed, their implementation is monitored and reported to the Lead Group;
	1.2. Provide assistance to Lead Group Members – and the Movement as a whole – to undertake effective resource mobilization for addressing undernutrition	(d) Develop description of the investment case for nutrition designed initially for Members of the Lead Group but suitable for use throughout the Movement; (e) Provide members of the Lead Group – and the Movement as a whole – with messages that empower them to advocate for substantially increased financing that supports national plans for scaling up nutrition and is aligned around Common Results Frameworks; (f) Establish a consistent method for tracking financial investments in nutritional outcomes by September 2013; encourage and track progress of its application through the SUN countries and make the results available to the Lead Group;	(d) Investment case containing around 2000 words is developed for use by Lead Group members and disseminated throughout the Movement; (e) Consistent method for tracking financial investments in nutritional outcomes developed and disseminated throughout the Movement; (f) Use of the method for tracking financial investments in nutritional outcomes is monitored and reported to the Lead Group.;
	1.3. Provide assistance to Lead Group Members to oversee the accountability of the overall SUN Movement	(g) Develop an outline Accountability Framework for the overall SUN Movement (based on the SUN Movement Strategy), interact with SUN Networks to ensure their buy-in, adapt the proposed outline as necessary, finalise the Accountability Framework and present it for approval by the Lead Group in 2013; (h) Provide monitoring reports and commentaries (written and verbal) that assist Lead Group members to interpret and review the reports, identify issues and challenges and propose actions that will improve implementation of the SUN Strategy; (i) Develop Terms of Reference for the continuous and formative evaluation of the SUN Movement from 2009 to 2015, secure agreement across the networks and within the Lead Group and establish implementation arrangements before the end of first Semester 2013; (j) Organise a Mid-Term Evaluation of the activities of the SUN Movement Secretariat taking place before end of 2014;	(g) Accountability Framework of the SUN Movement is presented to the Lead Group in 2013; (h) Monitoring reports are provided to Lead Group at least once a year; Baseline for evaluation of the SUN Movement is presented to Lead Group; (i) Terms of references for final evaluation are available; (j) Mid-term evaluation report is disseminated, as appropriate;

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

Outputs		Activities	Objectively Verifiable Indicators of OUTPUTS
2. Outputs related to the SUN Countries	2.1. Support SUN countries to ensure they have timely access to the technical expertise they need	(a) Make every effort to engage SUN Country Government Focal Points and their in-country supporting teams so that they share experiences with each other and work together to overcome constraints to progress by, among others, organising teleconferences and/or meetings linking the Country Network to members of the Lead Group and with the Networks; (b) Maintain a tracking system to ensure reliable and timely identification of constraints and gaps in scaling up nutrition based on joint report from the SUN multi-stakeholder platforms, update this information every two months, share it with all SUN Movement Networks and the Lead Group; follow up, with news of progress at six monthly intervals; (c) Prepare and disseminate SUN Country Briefs at regular intervals so that – when requests from SUN Countries are agreed by in-country platforms – country needs are made explicit to stakeholder networks, and track the country-level and global Network responses to these requests; (d) Engage SUN Country Government Focal Points in strategic discussions, including on mutual accountability, conflict of interest issues, validation of plans and data, and alignment of external support to national priorities; (e) Engage SUN Country Government Focal Points in any global consultations for updating the SUN Movement Strategy and evaluating progress;	(a) SUN Country Focal Points six-weekly teleconferences are arranged, minutes shared within two weeks and SMS follow-up action executed within a month of each call; Teleconferences and/or meetings are organised at least once every year linking Country networks to members and at least once every four months linking the networks; (b) Milestones for the SUN Movement identified and agreed on by members of the Country Networks; (c) Country Briefs made available at six-weekly intervals to all stakeholders in the SUN Movement so as to enable aligned support behind country-led efforts and priorities; (d) Discussions with SUN Country Focal Points are held at least every six weeks; (e) SUN early progress reports are made in consultation with SUN Country Focal Points;

	Outputs	Activities	Objectively Verifiable Indicators of OUTPUTS
2. Outputs related to the SUN Countries	2.2. Track progress in SUN countries	(f) Track and inform countries on progress in line with four SUN processes; (g) Enable SUN Country Government Focal Points and representatives from the multi-stakeholder platforms to jointly develop and regularly update their Country Fiches to demonstrate their progress in Scaling Up Nutrition; (h) Organise the preparation of case-studies and in-depth documentation of best practices by linking SUN countries with global members of the Movement and by facilitating the consultation process; (i) Ensure SUN Country Government Focal Points access to resources that enable them to develop and validate (i) plans and strategies for scaling up nutrition and estimates of requirements to implement them (including capacity development); (ii) systems for monitoring investments, activities and progress; (iii) data on processes underway, as well as outcomes and impact achieved; (j) Assure quality, consistency and credibility of joint reports coming from SUN Country Government Focal Points and representatives from the multi-stakeholder platforms;	(f) Countries performance, per defined four SUN processed, is annually tracked and presented as a part of the common M&E/progress report; (g) Country fiches containing credible information are annually updated and, as part of progress report, disseminated among members of the SUN Movement, with other partners and with the general public (through the SUN website); (h) Country case studies are produced and published with agreement from country focal points and backing from stakeholders in the SUN Movement; (i) Country policies, strategies, plans and programmes are shared by SUN countries and disseminated among members of the SUN Movement (in collaboration with SCN and other similar coordination groups), as well as with other partners and with the general public (through the SUN Movement website); (j) Within one month of it being received, review joint reports coming from SUN Country Government Focal Points and representatives from the multi-stakeholder platforms;
	2.3. Empower stakeholder advocacy and communication	(k) Establish advocacy and communications platform for SUN Movement stakeholders; (l) Provide targeted advocacy and communications support to multi-stakeholder platforms; (m) Re-position SUN ACT to become more inclusive of all supporters;	(k) Number of country support visits by SMS to establish country needs and opportunities; number of thematic materials in support of in-country activities; (l) Number of advocacy messages on key areas produced and disseminated as needed; (m) SUN ACT meetings convened;

Outputs		Activities	Objectively Verifiable Indicators of Outputs
3. Outputs related to the SUN Movement Networks	3.1. Ensure that the four SUN stakeholder networks provide an optimal service when receiving and responding to requests identified by governments and other stakeholders within SUN countries	(a) Ensure Terms of Reference, Governance Structures, Expected Results and Principles of Engagement are aligned to SUN Movement strategy across the Networks; (b) Organise and conduct meetings between Network facilitators to ensure that the services provided by Networks respond to country needs and that best practices are developed and shared within and between the Networks; (c) Participate in meetings of individual Networks to encourage ways in which they can respond to country needs in a fully transparent manner; (d) Report on SUN Country Focal Point meetings to the Networks and follow up to ensure that appropriate action is taken within the agreed time intervals; (e) Ensure effective operation of the SUN Movement website as a tool for advocacy, communications, and coordination among networks and Lead Group members;	(a) Terms of Reference for all SUN Networks are agreed before mid-2013 and subject to annual review; Principles of governance and responsible engagement for all Networks endorsed by mid-2013 and subject to annual review; (b) Bi-monthly teleconferences between Network Facilitators organised and summary notes shared; (c) Documented (minutes of meetings) participation of SMS in Network meetings; (d) Regular reports on SUN Country Focal Point meetings, as requested; (e) Number of hits and downloads of documents from website;
	3.2. Ensure that strategies and actions of SUN Networks are in synergy with the overall SUN Movement strategy, and that they are monitored, reviewed and updated regularly	(f) Organise meetings of Network facilitators and interactions with the stakeholder and country Networks; (g) Monitor responses of Networks to individual requests from SUN countries, as well as to the individual results' frameworks developed by the countries; (h) Involve Networks in strategic discussions about the Movement and in the development of Network progress reports;	(f) Progress report of stakeholder networks updated on an annual basis, as part of common M&E/progress report; (g) Country request and agreed response deadlines are communicated to Networks on regular basis; (h) Individual Network progress reports are collated, linked to each other and circulated to all members of SUN, as a part of annual common M&E/progress report;

Outputs		Activities	Objectively Verifiable Indicators of Outputs
3. Outputs related to the SUN Movement Networks	3.3. Support to the functioning of the SUN Multi-Partner Trust Fund	(i) Review proposals submitted by requesting entities for consistency with agreed SUN principles and MPTF criteria; (j) Assess and compile lessons learned from the programme and initiatives supported; (k) Develop and implement an effective knowledge management system linked to the SUN website; (l) Facilitate independent evaluations, as needed; (m) Broker potential involvement in the MPTF and successor arrangements from interested donors and implementing partners;	(i) Recommendations on the feasibility of the proposals are provided to the MPTF; Management Committee, for each round (j) Lessons learned produced per year; (k) Reports (narrative and financial) prepared by the MPTF Office are available online; (l) Evaluation report is disseminated, as appropriate; (m) Briefing materials for the Lead Group on activities supported by the MPTF prepared on a bi-annual basis;
	3.4. Facilitate communication, learning and engagement across the Movement	(n) Establish mechanisms and materials to enhance cross-Network and cross-Movement communication, 'learning' and engagement; (o) Document and share lessons and best practices.	(n) Regional advocacy and communication 'learning and sharing' workshop; Private online spaces established for each of the SUN networks (conditional to requests from networks); (o) Number of updates on SMS activities (e.g. Doctor Dave's diary, costing, M&E etc.); Number of case studies of good practice from across the Movement shared widely.

ANNEX 3: Updated Work plan of the SUN Movement Secretariat / 2013 – 2015

Activities (as per revised Logframe) Activities are mostly continuous and cover the full implementation period - only main milestones are represented	YEAR 2013	YEAR 2014	YEAR 2015
Result 1: SUN Lead Group			
1.1 Provide assistance to Lead Group so that it can exercise accountable stewardship over the Movement in line with the SUN Movement Strategy and Revised Roadmap Milestone 1: Meetings of the Lead Group are held in April and September each year	1 2 3 4 5 6 7 8 9 10 11 12 (4:1, 9:1)	1 2 3 4 5 6 7 8 9 10 11 12 (4:1, 9:1)	1 2 3 4 5 6 7 8 9 10 11 12 (4:1, 9:1)
1.2 Provide assistance to Lead Group Members – and the Movement as a whole - to undertake effective resource mobilization for addressing under- nutrition Milestone 1: Nutrition is profiled in high level meetings: UN General Assemblies + 2013 N4G + 2014&2015 upon initiatives by Lead Group members	1 2 3 4 5 6 7 8 9 10 11 12 (1:1, 6:1, 9:1)	1 2 3 4 5 6 7 8 9 10 11 12 (9:1)	1 2 3 4 5 6 7 8 9 10 11 12 (9:1)
1.3 Provide assistance to Lead Group Members to oversee the accountability of the overall SUN Movement Milestone 1: SUN Interim Progress Report produced Milestone 2: SUN Progress Report produced and disseminated Milestone 3: M&E Framework developed (2013) and used for reporting (see 3.2)	1 2 3 4 5 6 7 8 9 10 11 12 (4:1, 8:2, 4:3)	1 2 3 4 5 6 7 8 9 10 11 12 (3:1, 9:2)	1 2 3 4 5 6 7 8 9 10 11 12 (4:1, 10:2)
1.4 Enable Lead Group members to undertake effective High Level Advocacy Milestone 1: Investment case for nutrition defined or updated	1 2 3 4 5 6 7 8 9 10 11 12 (4:1)	1 2 3 4 5 6 7 8 9 10 11 12 (3:1)	1 2 3 4 5 6 7 8 9 10 11 12 (4:1)
1.5: Foster greater understanding of the SUN Movement and its progress Milestone 1: Website expanded and translated into French and Spanish	1 2 3 4 5 6 7 8 9 10 11 12 (5:1)	1 2 3 4 5 6 7 8 9 10 11 12	1 2 3 4 5 6 7 8 9 10 11 12
Result area 2: SUN Countries			
2.1 Support SUN countries to ensure they have timely access to the technical expertise they need Milestone 1 SUN: six-weekly conference calls with SUN Government Focal Points held	1 2 3 4 5 6 7 8 9 10 11 12 (1:1, 3:1, 5:1, 7:1, 9:1, 11:1)	1 2 3 4 5 6 7 8 9 10 11 12 (1:1, 3:1, 5:1, 7:1, 9:1, 11:1)	1 2 3 4 5 6 7 8 9 10 11 12 (1:1, 3:1, 5:1, 7:1, 9:1, 11:1)
2.2 Track progress in SUN countries Milestone 1: Baseline Country Fiches for new SUN countries agreed Milestone 2: Country Fiches updated and agreed	1 2 3 4 5 6 7 8 9 10 11 12 (7:1, 8:2)	1 2 3 4 5 6 7 8 9 10 11 12 (9:2)	1 2 3 4 5 6 7 8 9 10 11 12 (10:2)
2.3: Empower Stakeholder Advocacy and Communications Milestone 1: TOR for the SUN ACT agreed and first meeting held	1 2 3 4 5 6 7 8 9 10 11 12 (8:1)	1 2 3 4 5 6 7 8 9 10 11 12	1 2 3 4 5 6 7 8 9 10 11 12
Result 3: SUN Movement Stakeholder Networks and Task Teams			
3.1 Ensure that the four SUN stakeholder networks provide an optimal service when receiving and responding to requests identified by governments and other stakeholders within SUN countries Milestone 1: Governance structure for Global Networks agrreed or updated Milestone 2: Global Network meeting convened Milestone 3: Six-weekly conference calls with Networks Facilitators held	1 2 3 4 5 6 7 8 9 10 11 12 (9:1, 9:2, 3:3 2:3 4:3 6:3 8:3 10:3)	1 2 3 4 5 6 7 8 9 10 11 12 (9:1, 9:2, 1:3 3:3 5:3 7:3 9:3 11:3)	1 2 3 4 5 6 7 8 9 10 11 12 (9:1, 9:2, 1:3 3:3 5:3 7:3 9:3 11:3)
3.2 Ensure that strategies and actions of SUN Networks are in synergy with the overall SUN Movement strategy, and that they are monitored, reviewed and updated regularly Milestone 1: Progress Report of SUN Networks (part of M&E Framework)	1 2 3 4 5 6 7 8 9 10 11 12 (8:1)	1 2 3 4 5 6 7 8 9 10 11 12 (9:1)	1 2 3 4 5 6 7 8 9 10 11 12 (10:1)
3.3 Support to the functioning of the SUN Multi Partner Trust Fund Milestone 1: SUN MPTF annual report produced and published	1 2 3 4 5 6 7 8 9 10 11 12 (4:1)	1 2 3 4 5 6 7 8 9 10 11 12 (3:1)	1 2 3 4 5 6 7 8 9 10 11 12 (4:1)
3.4: Facilitate communication, learning and engagement across the Movement Milestone 1: Regular sharing of information across the Movement	1 2 3 4 5 6 7 8 9 10 11 12 (4:1, 8:1)	1 2 3 4 5 6 7 8 9 10 11 12 (3:1, 8:1)	1 2 3 4 5 6 7 8 9 10 11 12 (4:1, 8:1)
SUN Movement Secretariat			
Ensure that the Sun Movement Secretariat has the capacity to perform all the functions required of it Milestone 1: SMS budget pool established in UNOPS/NY Milestone 2: SMS staff recruited and in postion Milestone 3: SMS staff planning is revised based on Lead Group's strategic decisions for the Movement	1 2 3 4 5 6 7 8 9 10 11 12 (1:1, 2:2, 8:3)	1 2 3 4 5 6 7 8 9 10 11 12 (9:3)	1 2 3 4 5 6 7 8 9 10 11 12 (9:3)
Other Activities			
Visibility	1 2 3 4 5 6 7 8 9 10 11 12 (5, 10)	1 2 3 4 5 6 7 8 9 10 11 12 (4, 10)	1 2 3 4 5 6 7 8 9 10 11 12 (4, 11)
Mid-Term and/or Final Evaluation		(6-7)	
Audit/Verification Mission			(11)

ANNEX 4: Reporting Timeframe of the SUN Movement Secretariat

Timeframe		M&E SUN Mov	SMS Activity	Deliver	SMS Budget	Deliver	Inception	Deliver
2011	January							
	February							
	March							
	April							
	May							
	June							
	July							
	August							
	September							
	October		Annual Implementation Report Oct 2011 – Sept 2012					
	November							
	December							
2012	January				Financial report 2012			
	February							
	March							
	April							
	May							
	June							
	July							
	August							
	September	baseline						
	October		Annual Implementation Report Oct 2012 –Sept 2013					
	November							
	December							
2013	January				Financial report 2013		Inception Report	
	February							
	March							
	April							
	May							
	June							
	July			Deliver		Deliver		Deliver
	August							
	September	Progress report						
	October		Annual Implementation Report Oct 2013 – Sept 2014					
	November			Deliver				
	December							
2014	January				Financial report 2014			
	February							
	March							
	April							
	May							
	June					Deliver		
	July							
	August							
	September	Progress report						
	October		Annual Implementation Report Oct 2014 – Sept 2015					
	November			Deliver				
	December							
2015	January				Financial report 2015			
	February							
	March							
	April							
	May							
	June					Deliver		
	July							
	August							
	September	Progress Report						
	October		Activities reported in FINAL REPORT					
	November			Deliver				
	December							
2016	January							
	February							
	March							
	April							
	May							
	June			FINAL REPORT		Deliver		
	July							
	August							
	September							

Start of EU grant

End of EU grant

ANNEX 5: Communication and Visibility Plan 2013 - 2015

Communication of and within the SUN Movement

The Scaling Up Nutrition Movement is inclusive. Its strength comes from the diversity of its supporters – SUN country governments, donor governments, the United Nations system, business and civil society spanning international non-governmental organisations and local grass roots organizations.
The Movement must be able to coalesce around a common set of messages and a compelling story that each supporter can incorporate into his/her own advocacy which is likely to be further tailored and targeted as needed to respond to the richly varying contexts and audiences captured across the SUN Movement.
Recognizing both the diversity and common needs of supporters of the Movement, the SUN Movement Secretariat has devised this plan to facilitate a clear and coherent understanding of the Movement as well as to support communications and dialogue among all supporters.

Visibility of Donors support to the SUN Movement Secretariat

It is one key responsibility of the SUN Movement Secretariat to ensure that all supporters and potential audiences understand the importance of country-ownership and leadership.
The SUN Movement Secretariat receives funding from various donors that enables it to execute its coordination and facilitation role. It is very important that the Secretariat is able to acknowledge this funding while at the same time distinguish the support it receives for the functioning of the Secretariat from the various sources of funding and support that is received by all of the 41 SUN countries, the SUN Movement Networks or other actors playing a supportive role to the SUN Movement The SUN Movement Secretariat has incorporated efforts to promote visibility of donor support with this critical distinction in mind.

SUN Movement Communication Strategy

The SUN Movement Communication Strategy[8] currently has four overall objectives.

Objective 1: Communicate to advocate
The SUN Movement is an inclusive effort—open to those that are committed to improving nutrition. The diversity of stakeholders engaged is a core strength of the SUN Movement and offers an opportunity to build a coordinated effort that can contribute to sustainable improvements. As the Movement expands, it is critical that, at the core, there is a shared understanding of what the Movement is. If people don't understand the Movement—they cannot play an effective role in advancing it.

Objective 2: Communicate for learning and engagement
With information coming in from countries, Networks and others, it is critical to facilitate the connections that are key to advancing progress. This will strengthen engagement and shared learning.

Objective 3: Communicate to empower
The vast reach of the countries and organizations engaged in the SUN Movement creates a global network with the potential to strengthen efforts and solidify commitments to nutrition. Empowering the different actors within the Movement to advocate for improved nutrition through provision of regular and consistent information exchange contributes to this.

Objective 4: Communicate to amplify
Channels and mechanisms for disseminating examples of the Movement's progress and success will be built.

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[8] to be available on www.scalingupnutrition.org in September 2013

Target groups

The Scaling Up Nutrition Movement is inclusive and has a diversity of supporters. All of these supporters have their own priorities for and their own perspectives of what and how action to improve nutrition needs to be taken at local, national, regional and global levels. All supporters of the SUN Movement need to be able to *communicate* the intrinsic value of nutrition to families, communities, economies and nations.

The overall communication strategy therefore has multiple target groups and includes supporters who share the common aim of scaling up nutrition to eliminate malnutrition from all the following categories:

- SUN country governments,
- Donor governments,
- United Nations system,
- Business community,
- Civil society community including international non-governmental organisations and local grass roots organizations.
- General public

Communication Specific Objectives of the SUN Movement Secretariat

The SUN Movement Strategy is translated in the work-plan and log-frame of the SUN Movement Secretariat especially along three specific objectives which relate to all target groups:

- Foster greater understanding of the SUN Movement and its progress (Output 1.5. of the log-frame)

With the broad array of stakeholders involved in scaling up nutrition, the SUN Movement is many things to many people. By creating a common, accessible platform, the Secretariat will help to strengthen the shared understanding of SUN within the Movement and in outreach to external audiences.

- Empower stakeholder advocacy and communication (Output 2.3. of the log-frame)

A wide range of countries, stakeholders and individuals have committed to scaling up nutrition and all have an important role to play in the Movement, though in most cases, they have organizational responsibilities or other commitments outside of SUN. To encourage sustained engagement and action, there are opportunities to make it easy for supporters to share and disseminate information about SUN.

- Facilitate Communication, learning and engagement across the Movement (Output 3.4. of the log-frame)

Supporting an information exchange within and between the SUN Networks will help maximize expertise and learning opportunities across the Movement. Continuous and transparent communication will help to build solidarity. Identifying and documenting success stories/cases from multiple channels can be used to share progress and lessons learned.

Each specific objective is decomposed in Activities presented in the updated log-frame of the SUN Movement Secretariat (see Annex 2 of the Inception Report).

The SUN Movement Secretariat also pays specific attention to needs for advocacy and communication (as part of activities related to output 2.1. "Support SUN Countries to ensure they have timely access to the technical expertise they need" of the log-frame).

The SUN Movement Website (www.scalingupnutrition.org) is a core asset of communication for the SUN Movement and will continually be updated and expanded. It is supporting several of the outputs of the SUN Movement Secretariat. The main indicator of the success of the Website ((e) Number of hits and downloads of documents from website) is presented as indicator of output 3.1.(e) "Ensure effective operation of the SUN Movement website as a tool for advocacy, communications, and coordination among networks and Lead Group members".

Communication Tools

The SUN Movement Communication Strategy uses a variety of tools to communicate. **All key materials and the website are available in three languages: English, Spanish and French.**
The Communication tools include:

- **SUN Movement website** www.scalingupnutrition.org. The website is the heart of the SUN Movement communication platform. There has been substantial investment in ensuring that a large amount of up-to-date relevant material is uploaded – particularly to the country pages. There are now over 900 pages in total and the website continues to grow.

  ### *Visibility on SUN Movement Website*

  The SUN Movement website includes a page that specifically highlights the activities and responsibilities of the SUN Movement Secretariat. http://scalingupnutrition.org/about/the-global-movement/sun-movement-secretariat
  This page provides the most appropriate space in which the SUN Movement Secretariat can highlight the support it receives from donors to carry out its functions.

  From September 2013, this page will include:
  1. *the logos of the donors supporting the SUN Movement Secretariat (including the European Union) and if required, links to their institutional websites*
  2. *the following text:*

  The SUN Movement Secretariat is supported by the Governments of Canada, France, Ireland, the Netherlands, the United Kingdom and the European Union, together with the Micronutrient Initiative.

- **SUN Progress Report**. An annual progress report is produced in September. Since the inception of the Movement, two progress reports have been produced for 2011 and 2012. The progress reports summarise progress and are accompanied by more detailed country fiches for each SUN country.

  ### *Visibility on SUN Progress Reports*

  The SUN Progress report will include the following text on the introductory pages of the report:

  The SUN Movement Secretariat is supported by the Governments of Canada, France, Ireland, the Netherlands, the United Kingdom and the European Union, together with the Micronutrient Initiative.

  A disclaimer will also be included in Progress Reports. It reads as follows: "The contents of this publication are the sole responsibility of the SUN Movement Secretariat and can in no way be taken to reflect the views of donors and organizations contributing to the SUN Movement Secretariat."

- **SUN brochures, PPT presentations and briefs:** The SUN Movement Secretariat produces several publications that are designed to share progress and information about the SUN Movement. These documents will incorporate visibility of donor support – especially the EU - to the SUN Movement Secretariat. These publications include:
    - o **SUN Movement Brochure**. The SUN Movement Secretariat has produced a four-page brochure that explains the objectives, principles, approach and progress of the SUN Movement. This is available on the SUN Movement website (in English, French and Spanish) and hard copies will be made available at global, regional and national events.
    - o **Powerpoint presentation.** A SUN Movement PowerPoint presentation is continuously updated and can be downloaded from the SUN website for use by supporters in their own awareness raising, communications and advocacy. A slightly shorter version of this PowerPoint has been published (in French, Spanish and English) as a 'booklet' for dissemination at key meetings and events.
    - o **SUN briefs.** The SUN Movement Secretariat aims to produce a series of briefings (with a maximum of 8 installments) that will cover relevant SUN-related areas such as analyzing the cost of scaling up nutrition and the Capacity to Deliver initiative. These will be translated into French and Spanish and made available on the website. The SUN Movement Secretariat will also make professionally printed copies of the briefs available for dissemination at global, regional and national events.

    ### _Visibility on SUN brochures, PPT presentations and briefs_

    The web-based and hard-copy versions of these materials include/will include the following text on the bottom of the final page:

    The SUN Movement Secretariat is supported by the Governments of Canada, France, Ireland, the Netherlands, the United Kingdom and the European Union, together with the Micronutrient Initiative.

- **SUN Newsletters**. Monthly e-mail updates are sent out to supporters of the SUN Movement every month detailing global and country news.

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

    The SUN Newsletters and the key messages will not highlight specific donor support.

Events and meetings

Events and global undertakings are utilized as opportunities for communication. Events serve as key rally points for countries and stakeholders involved in the SUN Movement and provide an opportunity to garner external attention for the issue.

Every year, SUN country teams and supporters gather together to acknowledge the growth of the Movement. These global gatherings are an ideal opportunity for communicating progress in scaling up nutrition, learning and sharing experiences. The Global Gathering organized by the SUN Movement Secretariat in September presents an ideal opportunity for disseminating existing communications materials, including those listed above. It is not envisioned that a new set of communications materials will be produced specifically for the event.

Human and Financial Resources of the SUN Movement Secretariat dedicated to Communication and Visibility

Three Policy Advisors of the professional staff of the SUN Movement Secretariat work full-time on Communications for the SUN Movement (1 Advisor on Advocacy and Communication, 1 Advisor on Website and Communication, 1 Junior Advisor on options for "Branding" the SUN Movement).

A large share of the Budget for General Operations covers provision of expenditures related to Communication activities (Communication, Printing, Translation, Website Services).

Budget for Visibility

A provision of 35.807 euro (47.490 USD) per year (107.422 euro/142.470 USD) for Visibility is included in the budget of General Operations.

It will cover the printing and possible shipping (upon requests for specific gatherings) of Communication tools mentioning specifically the Donors' support to the SUN Movement Secretariat. It is estimated that 1200 Progress Report (estimated cost 15euro/20USD/Progress Report) and 1200 Brochures and leaflets will be printed per year.

ANNEX 6: Staffing of the SUN Movement Secretariat

Evolution of Human Resources: 2013 - 2015 (on July 30, 2013)

		FUNCTIONS	Hub	2013	2014	2015
				J F M A M J J A S O N D	J F M A M J J A S O N D	J F M A M J J A S O N D
Professional Staff		**Strategy Advisor**	GVA			
	Policy Advisors	Advisor to the Lead Group	GVA			
		Advisor on Advocacy and Communication	GVA			
		Advisor on Website and Communication	GVA			
		Junior Advisor on options for Branding	GVA			
		Country Tracker	GVA			
		Country Tracker	GVA			
		Country Tracker	GVA			
		Country Tracker	GVA			
		Support officer for the Country trackers	GVA			
		Network Advisor	GVA			
		Network Advisor - focus on Civil Society	GVA			
		Support officer for the Network Advisors	GVA			
		Data Manager	NY			
	Liaison Officer with EOSG		NY			
	SUN Coordinator		GVA			
Administrative Staff	**Assistants in Geneva**	Personal assistant	GVA			
		Admin assistant	GVA			
		Admin assistant	GVA			
	Assistants in New York		NY			
	Administrator in Geneva		GVA			
	Administrator in New York		NY			
	Additional support staff	IT support	GVA			
		Support to reporting	GVA			

Legend:
- SMS budget
- part time
- TO BE RECRUITED
- Seconded to SMS (not in budget)
- HLTF CT budget
- part time
- UNSIC budget
- part time

Annex 7: Budget of the SUN Movement Secretariat 2013 – 2015 (in Euro)

SMS Budget (July 2013) in EUR		Revised estimate (July 2013)				Initial estimate (Dec 12)	VARIATION
0.754	*= exchange rate US/EUR*	2013	2014	2015	**2013-1015**	**2013-2015**	
Professional Staff	Strategy Advisor	0	286,459	343,009	**629,468**	840,000	
	Policy Advisors	767,132	1,025,523	1,153,254	**2,945,909**	4,515,000	
	EOSG liaison	52,780	150,800	213,382	**416,962**	375,000	
	SUN Coordinator	361,166	375,613	466,037	**1,202,816**	555,000	
	TOTAL PROFESSIONAL STAFF	**1,181,078**	**1,838,394**	**2,175,682**	**5,195,154**	**6,285,000**	-17%
Administrative staff	Assistants GVA	249,091	259,054	292,036	**800,181**	810,000	
	Assistant NY	9,585	16,588	16,588	**42,761**	405,000	
	Administrator GVA	86,172	123,308	150,861	**360,341**	645,000	
	Administrator NY	258,171	350,136	384,787	**993,094**	645,000	
	Additional support staff	153,816	223,305	258,627	**635,747**	0	
	TOTAL ADMIN STAFF	**756,835**	**972,391**	**1,102,899**	**2,832,125**	**2,505,000**	13%
Advisory Services		**239,274**	**286,520**	**286,520**	**812,314**	**693,000**	17%
Travel		**255,071**	**377,000**	**377,000**	**1,009,071**	**675,000**	49%
General operations							
	External Evaluation	0	51,154	51,154	**102,307**	100,000	
	Communication	70,733	70,733	70,733	**212,200**	210,000	
	Printing	46,038	46,038	46,038	**138,113**	135,000	
	Translation	209,267	207,350	207,350	**623,967**	150,000	
	Equipment & Consumables	25,576	25,576	25,576	**76,729**	75,000	
	Rent offices	121,119	196,040	196,040	**513,199**	510,000	
	Website Services	229,405	229,405	229,405	**688,216**	180,000	
	Visibility	35,807	35,807	35,807	**107,422**	105,000	
	Special events	364,031	364,031	364,031	**1,092,094**	0	
	Miscellaneous direct costs	18,096	26,390	26,390	**70,876**	150,000	
	TOTAL General Operations	**1,120,073**	**1,252,525**	**1,252,525**	**3,625,123**	**1,615,000**	124%
SUB-TOTAL		**3,552,332**	**4,726,830**	**5,194,626**	**13,473,788**	*11,773,000*	14%
Indirect costs		248,663	330,878	363,624	**943,165**	824,110	14%
TOTAL		**3,800,995**	**5,057,708**	**5,558,250**	**14,416,953**	**12,597,110**	**14%**

Annex 7: Budget of the SUN Movement Secretariat 2013 – 2015 (in USD)

SMS Budget (July 2013) in USD		Revised estimate (July 2013)				Initial estimate (Dec 12)	VARIATION
		SMS	SMS	SMS	SMS	SMS	
		pres EU	pres EU	pres EU	revised TOTAL	provisional	
0.754		2013	2014	2015	**2013-1015**	**2013-2015**	
Professional Staff	Strategy Advisor	0	379,919	454,919	**834,838**	1,114,058	
	Policy Advisors	1,017,417	1,360,110	1,529,514	**3,907,041**	5,988,064	
	EOSG liaison	70,000	200,000	283,000	**553,000**	497,347	
	SUN Coordinator	479,000	498,160	618,086	**1,595,246**	736,074	
	TOTAL PROFESSIONAL STAFF	**1,566,417**	**2,438,189**	**2,885,519**	**6,890,125**	**8,335,544**	-17%
Administrative staff	Assistants GVA	330,359	343,573	387,316	**1,061,249**	1,074,271	
	Assistant NY	12,712	22,000	22,000	**56,712**	537,135	
	Administrator GVA	114,286	163,539	200,081	**477,906**	855,438	
	Administrator NY	342,402	464,371	510,328	**1,317,101**	855,438	
	Additional support staff	204,000	296,160	343,006	**843,166**	0	
	TOTAL ADMIN STAFF	**1,003,759**	**1,289,644**	**1,462,731**	**3,756,134**	**3,322,281**	13%
Advisory Services		**317,340**	**380,000**	**380,000**	**1,077,340**	**919,098**	17%
Travel		**338,291**	**500,000**	**500,000**	**1,338,291**	**895,225**	49%
General operations							
	External Evaluation	0	67,843	67,843	**135,686**	132,626	
	Communication	93,811	93,811	93,811	**281,433**	278,515	
	Printing	61,058	61,058	61,058	**183,174**	179,045	
	Translation	277,542	275,000	275,000	**827,542**	198,939	
	Equipment & Consumables	33,921	33,921	33,921	**101,763**	99,469	
	Rent offices	160,635	260,000	260,000	**680,635**	676,393	
	Website Services	304,251	304,251	304,251	**912,753**	238,727	
	Visibility	47,490	47,490	47,490	**142,470**	139,257	
	Special events	482,800	482,800	482,800	**1,448,400**	0	
	Miscellaneous direct costs	24,000	35,000	35,000	**94,000**	198,939	
	TOTAL General Operations	**1,485,508**	**1,661,174**	**1,661,174**	**4,807,856**	**2,141,910**	124%
SUB-TOTAL		**4,711,315**	**6,269,006**	**6,889,425**	**17,869,746**	*15,614,058*	14%
Indirect costs		329,792	438,830	482,260	**1,250,882**	1,092,984	14%
TOTAL		**5,041,107**	**6,707,837**	**7,371,685**	**19,120,629**	**16,707,042**	**14%**

ANNEX 8: Contributions to the SUN Movement Secretariat Budget

SMS DONOR CONTRIBUTIONS (January 2011 - 31 July 2013) and expected contributions (July 2013 - December 2015) - in USD							
Donor	2011	2012	2013	2014	2015	TOTAL Cash	Share in Total cash received
Canada		1,666,379				1,666,379	11.05%
European Union		2,214,051	*2,425,023*	*2,271,024*	*113,551*	7,023,649	46.59%
France		159,363	*90,000*			249,363	1.65%
			1 senior staff	1 senior staff	1 senior staff		
Gates foundation			*50,000*			50,000	0.33%
Germany			*24,000*			24,000	0.16%
Ireland	877,325	496,894	*610,583*	*610,583*	*542,741*	3,138,126	20.81%
Micronutrient Initiative			*50,000*			50,000	0.33%
The Netherlands		425,000	430,700	430,000		1,285,700	8.53%
Unilever			1 staff				
United Kingdom	42,173	805,775		*394,322*	*347,003*	1,589,273	10.54%
TOTAL per year SMS - cash	**919,498**	**5,767,462**	**3,680,306**	**3,705,929**	**1,003,295**		
TOTAL cumulative SMS -cash	919,498	6,686,959	*10,367,265*	*14,073,194*	***15,076,489***		

in italic = contribution under negotiation or subject to adjustment at closure of grant or to official exchange rate applied by Treasury

▨	direct secondment
▨	contribution received in bank account