

**REPORT TO THE SUN MOVEMENT LEAD GROUP ON THE
IMPLEMENTATION OF THE OPS GROUP RECOMMENDATIONS
“IMPLEMENTATION REPORT”**

Submitted by the Operationalization Group (Ops Group)
Geneva, 30 September 2021

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September 2021

Executive Summary

The transition and implementation of the Scaling Up Nutrition (SUN) Movement Strategy for 2021 – 2025 (SUN 3.0) is at the heart of mandate of the Operationalisation Group (Ops Group) which was initiated by the Executive Committee (EXCOM) to ensure a more country-focused and country-led SUN Movement. Following an intense period of consultation from March – June 2021, the Ops Group submitted to the Lead Group a set of 13 recommendations that identified and addressed the most urgent issues within the two broad categories of governance & accountability and delivery. On 24th June 2021, the Lead Group endorsed these recommendations and extended the mandate of the Ops Group until 30th September 2021 to finalise specific outputs.

This report, as agreed during the Lead Group meeting in June, is the final report by the Ops Group and provides an update to the Lead Group on outstanding deliverables and progress on implementation in the four key areas of robust governance and accountability mechanisms, data-informed decision making, strengthened and supported country capacity to deliver, and sustainable financing.

This report and its annexes will now go to the new members of the Executive Committee, the SUN Movement Secretariat (SMS) and the four SUN Networks to guide their work and serve as a key resource in implementing the SUN Movement Strategy for 2021-2025.

Tangible progress has been made on selected recommendations:

- A new ExCom composition was proposed to the Lead Group for decision making (linked to Recommendation 1 of the previous Ops Group report). The Lead Group has endorsed the new ExCom on 29th September 2021 and therefore, it will begin its term as of 1 October 2021.
- The development of an Accountability Framework and definitions of success and associated indicators are near complete. Over the past few months, a series of consultations with stakeholders from across the Movement have led to near final drafts of both the Accountability Framework and the definitions of success with associated indicators (linked to Recommendations 2 and 3). These will be shared with the new Executive Committee for their review and endorsement as one of their first orders of business in their term and will submit to the Lead Group for their approval in their next meeting in the last quarter of 2021.
- The Global Support System (GSS) has developed a joint logical framework to guide the work in the next phase. This GSS logical framework reflects the 13 recommendations and will play a crucial role in ensuring that SUN 3.0 delivers with and for countries. The SUN Movement Coordinator, SMS and Network Secretariats will ensure the integration of the recommendations in their workplans (linked to Recommendations 5-9).
- A draft Terms of Reference for the permanent Task Team on Finance is available for finalisation and approval by the new SUN Movement Executive Committee (linked to Recommendation 10), and
- A concept note outlining the concrete steps of implementation of the Capacity Development Platform on Finance is available for further follow-up and action by the new EXCOM and its permanent Task Team on Finance (linked Recommendations 11 and 12).

The remaining recommendations have been addressed in this report in more general terms as their implementation may require a timeframe beyond the mandate of the Ops Group. This second report by

the Ops Group represents part of recommendation 13¹ of the previous Ops Group report and concludes its mandate. The Ops Group anticipates that the Lead Group will continue to provide guidance and support as needed to the new ExCom to ensure that the overall set of recommendations and work started by the Ops Group will be continued by the new ExCom.

¹ Recommendation 13 of the previous Ops Group report reads as follows: “The Ops Group to continue its work until its mandate ends in September 2021 to allow a due consultation process and finalise the specific outputs, to decide upon its working modalities within the Group for the remaining of the time and to report back to the Lead Group at its next meeting.”

Acronyms

CSN	Civil Society Network
ETC	Executive Committee Transition Committee
EXCOM	Executive Committee
FCAS	Fragile and Crisis-Affected States
FP	Focal Point
GNR	Global Nutrition Report
GSS	Global Support System ²
JAA	Joint Annual Assessment
KM	Knowledge Management
MEAL	Monitoring, Evaluation, Accountability and Learning
MSP	Multi-stakeholder Platform
N4G	Nutrition For Growth
NDP	National Development Plan
NNP	National Nutrition Plan
ODA	Overseas Development Assistance
Ops Group	Operationalization Group
ROP	Rules of Procedures
SBN	SUN Business Network
SDN	SUN Donor Network
SMART	Specific, Measurable, Actionable, Relevant and Timebound
SMS	SUN Movement Secretariat
SUN	Scaling Up Nutrition
TASC	Technical Assistance to Strengthen Capabilities (TASC)
TOR	Terms of Reference
UN	United Nations
UNFSS	United Nations Food System Summit
UNN	United Nations Nutrition
WG	Working Group
WHO	World Health Organization

² This document uses the term «Global Support System» as defined in Strategy 3.0 (2020: 33): «The GSS refers to the four SUN networks and the SUN Movement Secretariat in SUN 3.0. The GSS will work together as one to support optimal in-country nutrition impact».

Introduction

The transition and implementation of the Scaling Up Nutrition (SUN) Movement Strategy for 2021 – 2025 (SUN 3.0) is at the heart of the mandate of Operationalisation Group (Ops Group) which was initiated by the Executive Committee (ExCom) to ensure a more country-focused and country-led SUN Movement. In the first phase of its work from March to June 2021, the Ops Group invited SUN members to join four working groups, namely Governance and Accountability, Monitoring, Evaluation, Accountability and Learning (MEAL) and Knowledge Management (KM), Country Delivery, and Finance, to identify the most pressing issues and discuss the way forward. Resulting from this period of intense consultations, an [Ops group report](#) with 13 recommendations (see Annex 7 for an overview), which consolidated the findings of the Working Groups, was submitted to the Lead Group. On 24th June 2021, the Lead Group [endorsed](#) this first Ops Group report and its recommendations, in particular the new Terms of Reference and new Rule of Procedures for the ExCom, and requested the Ops Group to continue its work until the end of its mandate on 30th September 2021 to finalise specific outputs and report on progress on implementation.

This final report builds on the initial report and provides an update on the progress of implementation of the 13 recommendations. It addresses each recommendation separately and specifies what has been finalized and what actions are needed in the medium- or long-term. This report provides a roadmap for further implementation of SUN 3.0 that will be carried forward, after the mandate of the Ops Group, by the various stakeholders in the SUN Movement, the SUN Movement leadership (Lead Group, SUN Movement Coordinator and ExCom), and the GSS.

The Ops Group has organized its work in this second phase around selected work streams and followed a pragmatic approach to focus on those recommendations – or aspects thereof – which were considered achievable within the given timeframe between July and September 2021. The Ops Group Co-Chairs have specifically invited ExCom members to participate in this implementation process and have made a deliberate effort to keep the current ExCom informed about the progress made. The preparations among SUN Countries and other members of the Movement for the *UN Food Systems Summit* (UNFSS) on 23rd September 2021 and the *Nutrition For Growth (N4G) Summit* to be held on 7th – 8th December 2021 influenced the ability of SUN Movement members to participate in this process and ongoing SUN-specific processes, such as the Joint Annual Assessment (JAA) Review, the SMS Functional Review, and the GSS planning and fundraising processes also had an impact on the overall working of the Ops Group. These processes need to be brought together as the operationalization of SUN 3.0 moves forward.

The level of implementation of each recommendation is described in the following pages and varies across the 13 recommendations. Where an output could not be finalized, advice is provided in terms of handover.

The Ops Group recognizes that the newly refreshed ExCom will play a crucial role in taking these recommendations forward and ensuring a country-focused delivery of SUN 3.0. This means guiding the implementation with support of the GSS, including the SUN Movement Secretariat (SMS), as feasible given the current staffing and funding levels.

Governance and Accountability

Recommendation 1 as agreed by the Lead Group on 24th June 2021: *“The Lead Group, recognizing the need to align SUN governance structures to SUN 3.0, should approve the Terms of Reference for the ExCom as proposed by the Ops Group in Annex 1 and its Rules of Procedures in Annex 2 [of the June Ops Group report]. It also requests the ExCom to work with the Ops Group within the period of its mandate to finalize the Rules of Procedures, to work through any inconsistencies, and align other structures accordingly, ensuring a stronger country representation at all governance levels.”*

Following the approval of the new Terms of Reference and the Rules of Procedures of the ExCom by the Lead Group, the Ops Group defined a process to ensure a fair, transparent, and inclusive renewal of the ExCom, summarized in the *SUN Movement Guidance on the Renewal of the SUN Executive Committee 2021*. A [Call for Nominations](#) was launched in English, French, and Spanish through the SUN Movement Coordinator on 10th August 2021, opening the period for applications and nominations. Consultative sessions were held with Network Facilitators and offered to Government Focal Points (FP)/Country Coordinators.

In parallel, the [Terms of Reference](#) (TOR) of a temporary Executive Committee Transition Committee (ETC) were developed and approved by the Lead Group Chair. The ETC functioned as a nominations committee to receive the nominations by the networks and all direct applications, to review their eligibility and to propose a composition of the new ExCom based on these nominations / applications and considering a range of criteria. The criteria were discussed and translated into an assessment matrix against which each candidate for the country seats, youth seat, and expert seat were rated. Networks defined their own selection process and put forward a ranked list of candidates. The ETC followed the TOR of the ETC and to the extent applicable the procedures as described in the new TOR of the ExCom and ROP of the ExCom.

The Rules of Procedure of the Executive Committee have also been updated to ensure consistency and accuracy. The revised ROP were presented to the ExCom for their endorsement on 27th September 2021 as requested by the Lead Group in Recommendation 1³ but decision-making was handed over to the new ExCom. Therefore, the amended rules are now handed over to the new ExCom for their review and endorsement in order then to take up their business according to these new Rules.

The proposed composition as found in **Annex 1** was discussed with the ETC Lead Group Members on 21st September 2021 and was submitted and approved by the Lead Group through a silent procedure by 29th September 2021.

Recommendation 2 as agreed by the Lead Group on 24th June 2021: *“The Lead Group should request that the Ops Group update and finalize the draft Unified Accountability Framework (Annex 5 [of the June Ops Group report]), as a tool to strengthen enhanced mutual accountability across all components of the SUN Movement and all levels of governance and to establish a system of 360-degree accountability at the global level, at the regional level, within networks, and at country level to be presented at the next Lead Group meeting for final approval.”*

The *Mutual Accountability Framework (MAF)* is proposed in the 2021-2025 SUN Movement Strategy and considered by the Ops Group as an essential ingredient of the newly considered governance structure

³ In the Ops Group Report of June 2021, the Lead Group agreed that...’EXCOM... work with the Ops Group within the period of its mandate to finalise the Rules of Procedures in case any inconsistencies remain and align other structures accordingly, ensuring a stronger country representation at all governance levels’

and a tool for strengthening mutual accountability. The new TOR and ROP of the ExCom both refer to the need for a 360-degree accountability. The Ops Group, together with the SMS, has worked through the TASC⁴ support structure to refine the Accountability Framework that was submitted to the Lead Group in its June meeting. **Annex 2** of this report presents a revised version consisting of the following three components:

- A shared agenda and objectives that align all members of the SUN Movement and lead to cooperative action
- Agreed performance information / data / indicators that measure performance and success
- A genuine and frank dialogue / debate process that reviews performance by all members, makes recommendations to address challenges / bottlenecks and builds trust across the membership.

This currently available near final draft in **Annex 2** updates the previous version of the Accountability Framework submitted in the Ops Group Report of June 2021 and strengthens it by defining key accountabilities, accountability lines, and tracking mechanisms. A full report on the draft Accountability Framework will be made available to the new ExCom and will document the steps leading up to this current draft. This new version is now handed over to the new ExCom for finalisation in October 2021. This Accountability Framework will be complemented by a 360-degree survey that will help operationalise the framework. The Lead Group will be requested to give its high-level endorsement to this final Accountability Framework and its three proposed components in its next annual meeting in the last quarter of 2021

Defining and Measuring Success

Recommendation 3 as agreed by the Lead Group on 24th June 2021: *“Noting that the definition of success for the SUN Movement as articulated in SUN 3.0 entails different dimensions of the collective effort, the Lead Group should endorse, in its next meeting, a final recommendation on the definition of success building on Annex 3 [of the June Ops Group report] and simplified in Table 1 and on a set of indicators to measure success as outlined Annex 4 [of the June Ops Group report].”*

The Ops Group set-up, under the leadership of the Co-Chair of the working group (WG) on MEAL and KM and the SMS, a MEAL expert group which brought together members of the previous WG on MEAL and KM, members of the MEAL Advisory Group, members from the SMS, and respected individuals working in this field, to further discuss the definition of success and associated indicators for SUN 3.0. Through a series of consultations with this expert group and with the ExCom, the following overarching definition of success has been developed:

The success of the SUN Movement will be judged on how its collective and collaborative efforts accelerate improved nutrition outcomes and systemic and sustained change at all levels (national and subnational).

Annex 3 presents the work undertaken to date to define success for each of the four Strategic Objectives of SUN 3.0 and identify several key performance indicators to each objective. This set of definitions and indicators builds on the work done by the WG on MEAL and KM in the first phase of the

⁴ [Technical Assistance to Strengthen Capabilities \(TASC\) · DAI: International Development](#)

Ops Group but also considered new indicators linked to the SUN Strategy 3.0 in the Joint Annual Assessment (JAA) and the GSS Logical Framework (logframe).

These indicators can be considered as near final and are now handed over to the new ExCom to take forward with the support of the GSS. The Lead Group will be requested to give its high-level endorsement to these indicators in its next meeting in the last quarter of 2021.

The MEAL System and Knowledge Management

Recommendation 4 as agreed by the Lead Group on 24th June 2021: *“The Lead Group should request that ExCom report annually on relevant quantitative and qualitative nutrition data relevant to the Lead Group’s work and the wider SUN Movement. This data should be drawn from the MEAL system and other sources and should support better informed decisions and support to countries.”*

The Ops Group recognizes that this recommendation requires a functioning GSS structure, working as one, that can help to extract, prepare and analyse the data and information for the different layers of governance within the SUN Movement. Given the time constraints and the understanding that a co-creation process of a MEAL and KM system that builds ownership across the Movement will need a broader consultation. The new MEAL system should take on board the definitions of success and indicators and operationalise them, considering how and where the data will be collected to monitor the success of the SUN Movement in implementing SUN 3.0. Furthermore, it should connect the indicators as identified with the Accountability Framework and its tools, including the 360 survey.

The Ops Group believes this work stream must be overseen by the new ExCom and implemented by the GSS.

Ensuring Delivery at Country Level and Networks

The orientation of SUN 3.0 towards countries calls for an integration of a country perspective in all recommendations of the Ops Group and necessitates a mindset shift at all levels. The implementation of recommendations 5-9 is therefore part of a longer-term process. To better embed a country delivery focus, the Ops Group has undertaken a comparison of the 12 recommendations with the GSS logframe and highlighted its integration in **Annex 4**. The GSS logframe forms the basis of the ongoing GSS annual planning and budgeting process, and the ExCom has a responsibility to monitor the implementation of the logframe. Therefore, it is a practical and strategic tool that can help guide the implementation of recommendations 5-9. Below some specifics to each recommendation are highlighted.

Recommendation 5 as agreed by the Lead Group on 24th June 2021: *“The ExCom to prioritize investment in multi-stakeholder mechanisms and strong institutional nutrition coordination in countries, and to ensure SUN country-based representation, including Parliamentarians, across all governance structures, including the SUN Executive Committee, SUN Network governance structures, and corresponding regional platforms. This applies in particular to fragile and crisis-affected states (FCAS).”*

The implementation of this recommendation is reflected in several output indicators of the Global Supports System’s logical framework. A specific output indicator 1.2.⁵ has been included in the logframe to establish a new baseline on multi-sectoral platform (MSP) functionality and to establish an inclusivity index, with a milestone and target to have a functional and inclusive architecture for all MSPs by 2025.

This GSS indicator should address some of the biggest challenges inherent in the MSPs that manifest itself through frequently changing Government Focal Points / Country Coordinators, as well as staff of UN agencies and INGOs, and a lack of participation by a wide range of national nutrition stakeholders, including Parliamentarians. The participants often lack the ability to assign, carry out and monitor decisions. In some cases, they are mere information exchange fairs rather than safe spaces and centres of coordination and joint planning. Weak or dysfunctional MSPs hamper progress through reliable and consistent nutrition action.

Country representatives also found that there is a lack of mutual accountability and dialogue between countries, regions and especially between global governance and countries. If this logframe indicator is well translated into GSS workplans it may help to trigger change.

Recommendation 6 as agreed by the Lead Group on 24th June 2021: *“The SUN Movement Coordinator, the ExCom, and the Global Support System (GSS) to prioritize advocacy efforts to target national governments, upon request and in support of the SUN Government Focal Point/Country Coordinator, on embedding nutrition within National Development Plans and other foundational documents, including national legislation.”*

The SUN Movement has positioned itself in previous years as an advocacy network. The Ops Group recognizes the ongoing efforts made the SUN Movement Coordinator, ExCom members and the GSS to embed nutrition objectives in National Development Plans (NDPs). Output indicator 1.5.⁶ and 1.6.⁷ in the GSS logframe and the MEAL indicators under Strategic Objective 1 (see Annex 3) re-confirm the importance of advocacy efforts at all levels of the SUN Movement. The Ops Group recognizes the need for having this recommendation adequately reflected in the workplans of the GSS and at the same time, to have it politically supported by the leadership of SUN Movement. Therefore, the Ops Group request the Lead Group’s continuous support in driving this recommendation forward and to receive regular updates from the SUN Movement Coordinator and the ExCom members on their efforts in this regard.

Recommendation 7 as agreed by the Lead Group on 24th June 2021: *“The Lead Group should promote the SUN Movement response to crisis-affected states, by giving a stronger voice and role for humanitarian actors within SUN governance system, across global, regional, and national (MSP) levels and to work along the humanitarian-development nexus. This includes an approach where capacity is phased in and out as needed during a crisis, where nutritional gains are protected, and where recovery starts immediately.”*

The increasing frequency and intensity of humanitarian crises, most recently in Afghanistan and Haiti, and the significant nutritional risk to women and children, demonstrate the urgency with which the SUN

⁵ Indicator 1.2 refers to the % of SUN countries with functional and inclusive institutional architecture (e.g. MSPs) to tackle malnutrition.

⁶ Indicator 1.5. refers to the % of SUN countries that have included WHA nutrition indicators / targets in their national plans.

⁷ Indicator 1.6. refers to the % of SUN countries that have established both institutional coordination structures above sector levels of government (“Country Coordinator”) and implementation structures at subnational level.

Movement must be prepared to support crisis-affected states and to improve its ability to react swiftly to sudden changes of the operating environment. The Ops Group reiterates the need for risk-informed planning and decision-making as outlined in the supporting documentation of the previous Ops Group report. Even though the Ops Group was not able to start the development of a Risk Framework that facilitates response with agility, it did address the focus and prioritisation of FCAS at the policy level by highlighting its importance in the new TOR of the ExCom under 1.3. and in the composition of the ExCom by introducing a humanitarian seat. At the implementation level, the output indicator 4.2⁸ in the GSS logframe reflects the need to focus on FCAS and therefore should also be reflected in the GSS workplans.

Recommendation 8 as agreed by the Lead Group on 24th June 2021: *“The ExCom to promote stronger oversight of and coordination of the Global Support System, including the SMS, and review each year the harmonized annual GSS SUN relevant workplans, emanating from the mandate(s) of the GSS within SUN 3.0, and to create mechanisms for national stakeholders to review and acknowledge global network secretariat workplans and ensure that country needs are appropriately supported in these workplans.”* The Ops Group, together with SMS, has driven forward the process to formulate a mutual Accountability Framework (see recommendation 2) that should facilitate the implementation of this recommendation. In addition, the new Terms of Reference of the ExCom refer, in paragraph 2.5, to the role of the ExCom in approving the joint workplans and budgets. Therefore, the ExCom will play a crucial role in ensuring that country needs are supported in the GSS workplan and that national stakeholders are able to input to those. The outcome indicators 2.1.⁹ and 2.2.¹⁰ of the GSS logframe also refer to this role.

Recommendation 9 as agreed by the Lead Group on 24th June 2021: *“The ExCom to oversee the development of a technical assistance and a capacity development framework, including a capacity and risk self-assessment by the GSS, building on existing tools, to better assist and respond to SUN Countries’ needs and requests, particularly in FCAS.”*

The Ops Group continues to recognize the lack of capacity development strategies for SUN Stakeholders in several countries, as well as the limited availability of technical assistance and support to SUN Government Focal Points / Country Coordinators. In the supportive documentation of its previous report, the Ops Group has suggested a process to support the capacity and risk self-assessment and outlined concrete steps to build a capacity development framework. The GSS will remain a major actor in the implementation of this recommendation and can build on existing tools, such as the useful toolkit previously developed by MQSUN+ for multisectoral planning.¹¹ The GSS logframe also refers to this activity in outcome indicator 3.2.¹² on and 3.3.¹³, as well as the MEAL indicators linked to Strategic Objective 3 (see Annex 3).

⁸ Indicator 4.2. refers to the % of FCAS SUN countries that bridge the humanitarian / development nexus through involvement of all actors in joint action plans /integrated plans related to nutrition.

⁹ Indicator 2.1. refers to the % of SUN countries that are supported by the GSS to strengthen government systems for financing nutrition.

¹⁰ Indicator 2.2. refers to % of SUN countries where a comprehensive resource mobilisation strategy is developed and implementation is tracked.

¹¹ <https://mqsunplus.path.org/multisectoral-nutrition-planning-toolkit/>

¹² Indicator 3.2. refers to the % of relevant technical assistance requested from SUN countries that were responded to by GSS.

¹³ Indicator 3.3. refers to % of SUN countries that have undertaken a capacity gap analysis of National Nutrition Plan implementation and developed a nutrition capacity development plan.

Understanding and Prioritising Financing Issues

Recommendation 10 as agreed by the Lead Group on 24th June 2021: *“As a prerequisite to any measures in fulfilment of the finance priorities of the SUN 3.0 strategy, the Lead Group to agree that it will ensure finance and investment are: prioritized at all levels of the SUN Movement; a top priority for high-level outreach and advocacy; are coordinated in a way that brings a unique focus to supporting countries to create investable nutrition business cases that secure and leverage funds from global and domestic resources for programmes and platforms. The Lead Group, ExCom and the SUN Movement Coordinator are held accountable by Movement members for prioritising finance and investment outcomes.”*

The implementation of this recommendation is linked to the new composition of the ExCom as outlined in the new Terms of Reference of the ExCom. For the first time, one seat within the new ExCom is dedicated to a finance expert. This ExCom member is expected to be the liaison for all finance issues within the SUN Movement between the SUN Networks, the ExCom, and the Lead Group acting as both a focal point and a catalyst. In addition, this person will also lead the permanent Task Team on Finance, a newly established subgroup of the ExCom as outlined in the new Terms of Reference in paragraph 4.7 who will support the ExCom finance expert in the discharge of their duties.

The Co-Chairs of the WG on Finance have continued to be closely engaged in this implementation phase and have been actively engaged in the search of appropriate candidates for the ExCom. They have also drafted the Terms of Reference of the permanent Task Team on Finance which has been widely consulted, both bilaterally and within the wider WG on Finance, and with prospective members being identified and sounded out to ensure continuity of work and a smooth transition to the Task Team as soon as possible. The Ops Group completed the work on the draft TOR for the Task Team on Finance which can be found in **Annex 5**.

These terms of reference will be handed over to the new Executive Committee to consider as one of their first orders of business and to put into force as soon as possible in the last quarter of 2021.

Recommendation 11

as agreed by the Lead Group on 24th June 2021: *“The Lead Group to decide from three options (as outlined in the body of the report) to facilitate an effective, transparent, and dedicated finance capacity development platform, with dedicated finance training, technical assistance (TA), internal and external expertise, and funding – to allow countries to tailor, implement, renew, and sustain new and innovative financing; foster cross-country capacity development.”*

The Ops Group through its Co-Chairs of the WG on Finance continued to take the lead in this work stream and developed a concept note on the Capacity Development Platform for Finance to take this recommendation forward. In order to move forward with the implementation of the platform, seed funding support and further engagement of stakeholders is required. Along those lines, the draft concept note has been used to assess donor and partner interest and a number of consultations were held with the members of the WG on Finance, the Finance Community of Practice and potential partners / investors, among others the Islamic Development Bank, Power of Nutrition, Global Finance Facility (GFF)/ World Bank.

In addition, the WG conducted an initial mapping of existing finance tools that may be taken up, updated, transformed into online training, etc. with the aim of building on previous investments into finance. **Annex 6** provides the updated and widely consulted concept note for information to the Lead Group and for further action for the new ExCom and its permanent Task Team on Finance.

Recommendation 12 as agreed by the Lead Group on 24th June 2021: *“The Lead Group to endorse the staged framework (as proposed in the body of the report) to be piloted in a group of countries that aims to provide best practices and models for other countries and create a virtuous cycle of finance in countries by allowing for: better use of existing finance, leveraging additional financing, and notably piloting innovative financing. The Lead Group requests the SUN Donor Network to fortify its coordination role to facilitate this work in country.”*

The Ops Group prioritized the two pieces of work that were prerequisites to fulfilment of the three finance recommendations: the terms of reference for a permanent Task Team on Finance of the EXCOM and a concept note for the Finance Capacity Development Platform. Both the Task Team and the Platform are required to develop the baseline for pilot financing frameworks. Therefore, the follow-up action is expected with the new ExCom and its permanent Task Team on Finance.

Conclusions and Next Steps

The Ops Group’s mandate was defined until 30th September 2021 in order to support the transition from SUN 2.0 and SUN 3.0 in concrete ways. It has worked along four major areas of engagement – Governance & Accountability, MEAL and Knowledge Management, Country Delivery, and Finance. In the first phase of the work between March – June 2021, the Ops Group identified key issues and provided concrete recommendations on how to move forward. In the second phase from July – September 2021, the Ops Group built on the earlier recommendations and “operationalized” them to the extent feasible within the given timeframe. This overall process has brought a wide range of SUN Movement stakeholders together and helped to develop a better understanding of mutual accountability and country needs and expectations.

The Ops Group’s intent was not only to contribute to the implementation of SUN 3.0 but also to focus on more country-ownership and country-leadership in this implementation process as reflected in a set of concrete outputs:

- New adopted Terms of Reference and Rules of Procedure for the EXCOM (Ops Group report I Annex 1 and 2);
- The adopted proposal for a newly composed EXCOM and consequent decision on the new ExCom composition by the Lead Group (Annex 1);
- a draft refreshed Accountability Framework (Annex 2) for the new ExCom to finalize and submit to the Lead Group for their endorsement in their next meeting;
- A near final set of definitions of success with affiliated indicators for SUN 3.0 (Annex 3) for the new ExCom to review and submit to the Lead Group for their endorsement in their next meeting;
- A GSS logframe incorporating the Ops Group recommendations for the GSS to further incorporate in their workplans (Annex 4);
- The draft Terms of Reference for a permanent Task Team on Finance (Annex 5) for the new ExCom to adopt and implement as soon as possible; and
- A concept note for a Finance Capacity Building Platform (Annex 6) for the permanent Task Team on Finance to take forward.

The Ops Group recognises that not all of its recommendations could be fully implemented or taken forward in the same level of detail (see **Annex 7**), however, it is hoped that under the leadership of the Lead Group and the guidance of the new EXCOM with stronger country representation, the recommendations can be implemented within a reasonable timeframe. Furthermore, the Ops Group is conscious that the implementation of these recommendation will require support by the GSS. At the time of writing this report ongoing structural changes and budgetary challenges may impact this process. It is hoped, however, that these changes and the ongoing parallel processes, such as the JAA Review, Functional Review, GSS planning and fundraising process, will all be harmonized, align themselves, and integrated based on the Principles of the Movement and geared towards implementing SUN 3.0 in the best possible way.

With this report, the Ops Group completed its work and fulfilled Recommendation 13 as outlined below. It will herewith handover this work to the Lead Group and the new EXCOM for further implementation and oversight.

Recommendation 13 as agreed by the Lead Group on 24th June 2021: *“The Ops Group to continue its work until its mandate ends in September 2021 to allow a due consultation process and finalize the specific outputs, to decide upon its working modalities within the Group for the remaining of the time and to report back to the Lead Group at its next meeting.”*

The Ops Group wants to express again its sincere thanks to all those who have been so closely involved in this process, critically accompanied, and supported it at various level – from the country level to the highest political level of the SUN Movement. We wish the new ExCom much success in overseeing - on behalf of the Lead Group - the implementation of SUN 3.0 and that this work will be helpful for the GSS and countries in practical terms. The success of SUN 3.0 as a Movement is indeed in the hands of all of us. Let’s take it forward together.

Annexes

Annex 1: Proposed composition of new ExCom (Recommendation 1)

Annex 2: Proposed mutual accountability framework (Recommendation 2)

Annex 3: Refined definition of success and indicators (Recommendation 3)

Annex 4: GSS logframe (Recommendations 5-9)

Annex 5: Draft Terms of Reference of the permanent Task Team on Finance
(Recommendation 10)

Annex 6: Concept Note on the Capacity Development Platform on Finance
(Recommendation 11)

Annex 7: Overall implementation table (Recommendation 13)

Annex 1: Composition of the new ExCom

Government FP / Country Coordinators		
Region	EXCOM	ALTERNATE
South East Asia	Azucena Dayanghirang (F / Philippines) RET	Kazi Zebunnessa Begum (F / B'desh)
Central & South Asia	Kiran Rupakhetee (M / Nepal) RET	Hamid Jalil (M / Pakistan, Min.Planning / Gov)
West and Central Africa	Patricia Ngoran (F / Côte d'Ivoire)	Cécilie Patricia Ngo Sak (F / Cameroun)
Central and East Africa	Gladys Mugambi (F/Kenya) RET	George Gyan Barfuor (M / Ghana)
Southern Africa	George D. Kembo (M / Zimbabwe)	Felix Phiri (M/ Malawi) RET
Latin America	Cecilia Gamboa (F/Costa Rica) RET	<i>Female strongly recommended</i>

Additional Country / Regional Seats		
	EXCOM	ALTERNATE
Country Seat 1	Mathews Mhuru (M / Zambia, CSN)	Venuste Muhamyankaka (M/Rwanda, CSN)
Country Seat 2	Karima Al-Hada'a (F / Yemen, Planning Commission)	Richard Pendame (M / Malawi, Regional Office NI - Kenya)

Networks Seats		
Network	EXCOM	ALTERNATE
CSN	Connell Foley (M / Ireland, Concern) RET	Christine Campeau (F / Canada, Care)
SBN	Matt Kovac (M / Singapore, Exec Director, Food Industry Asia)	Shea Wickramasingha (F / Sri Lanka, Managing Director, CBL Group)
SDN	Neil Watkins (M/US, BMGF)	<i>Female mandatory</i>
UNN	Abigail Perry (F / UK, WFP)	Nancy Aburto (F/US, FAO) RET

Youth Seat		
	EXCOM	ALTERNATE
Youth Seat	Mike Khunga (M / Malawi, CSN)	Florence Sibomana (F / Rwanda, CSN)

Expert Seats		
Expert Area	EXCOM	ALTERNATE
Humanitarian	Carolina Wilkinson (F/UK, ICRC)	Said Shamsul Islam Shams (M / Afghanistan)
MEAL / analytics	Richmond Aryeetey (M/Ghana, University)	El Hadj Momar Thiam (M / Senegal, M&E Officer, National Nutrition Development Council)
Finance	Augustin Flory (M/France/Thailand, Sr Fellow R4D)	<i>Female mandatory acc. to ETC LG decision</i>

Annex 1.1. Terms of Reference of the ExCom Transition Committee (ETC)

Terms of Reference of the Executive Committee Transition Committee for the SUN Movement

1. Preamble

The Terms of Reference (TOR) of the Executive Committee Transition Committee (ETC) have been established by the Ops Group and approved by the SUN Movement Lead Group Chair for a temporary period, **limited to the 2021 Executive Committee renewal**. They build on the new Terms of Reference of the Executive Committee and its Rules of Procedures, as approved by the Lead Group on 24 June 2021, and are used to complement these TOR as far as applicable, especially Rules 38 to 40 of the Rules of Procedures. The draft version of the TOR of the ETC have been discussed with the ExCom and are approved by the Lead Group Chair. They enter into force immediately after approval by the Lead Group Chair.

2. Purpose

The ETC shall review the nominated Executive Committee candidates and ensure that members of the SUN Movement Executive Committee are selected according to an inclusive and transparent process, and that the final Executive Committee composition is made up of qualified and skilled individuals capable and committed to providing effective governance leadership to the SUN Movement, while ensuring appropriate balance between key stakeholder groups and constituencies. The ETC will share the final options for the renewed Executive Committee composition with the current ExCom for information and submit the final options for the renewed Executive Committee composition to the Lead Group for their endorsement.

3. Composition

The ETC shall consist of 8-10 persons, composed of 3-4 members of the Lead Group with decision-making power, 3-4 members of the Ops Group and the ExCom Co-Chairs in a supporting role, and other members of the ExCom are invited as observers to safeguard and ensure a transparent process. Country representation from among the Ops Group members are invited to participate in the work of the ETC. In case any member of the ETC is interested in being nominated or wants to apply as Executive Committee member, he or she shall resign from the ETC and shall be replaced accordingly.

4. Responsibilities of the Executive Committee Transition Committee

The responsibilities of the ETC are divided between Lead Group and Ops group representatives. The three Lead Group members are mandated to oversee and make decisions on a proposed Executive Committee composition, based on the preparatory work done by the Ops Group members in their supporting role. Whereas the intent is to retain 20-30% of the membership of the current ExCom either as regular ExCom members or as Alternates, the ETC is aware that continuity and handover is important

to allow keeping the momentum and transferring institutional memory. The Ops Group will handle this in a separate process.

This preparatory and day-to-day work of the ETC shall be carried out by the Ops Group members serving on the ETC, in cooperation with the external governance consultants and the SUN Movement Secretariat (SMS)¹⁴. The external governance consultants will provide advise upon request of the ETC members. The SMS has a facilitating and administrative role without decision making and it will not have any influence on the selection process. Responsibilities of the Ops Group members will include:

- Drafting the criteria and procedures for Executive Committee nominations in line with the newly approved Executive Committee Terms of Reference, Rules of Procedure, and as advised by the external governance consultant
- Issuing an open call for nominations for the Executive Committee renewal to all SUN Movement stakeholders, including through the SUN Movement’s website, email lists and social media, and through SUN networks’ outreach and other means as appropriate.
- Reviewing the proposals of up to three candidates by each of the networks to ensure diversity of the ExCom (gender, age, professional backgrounds, organisational affiliations); liaising with network secretariats as necessary to ensure two names from the proposed list honour established criteria and network’s own decision-making process
- Soliciting nominees for the 8 country-based seats, the youth seat and the specialised expert seats according to the criteria and procedures for nominations, including their Alternates¹⁵
 - Initial screening of nominations and supporting materials to ensure that the individual is eligible for election into the Executive Committee and providing a shortlist to the ETC Lead Group members for decision making
 - Provision of documentation on all proposed candidates, to be made available upon request to Movement members and to the LG
- Communicate directly with candidates to discuss the roles, responsibilities and expectations of the Executive Committee as appropriate and needed.
- Propose the options of names of potential candidates to the Lead Group members of the ETC, together with the appropriate documentation for their consideration.

The Lead Group members of the ETC will provide strategic guidance and oversight to the process by:

- Reviewing the shortlist prepared by the Ops Group members:
 - Carefully consider the composition of the renewed Executive Committee, ensuring balance between the SUN Networks and constituencies, the right competence of the members, including experience and motivation to enable a transition to a truly country-led Movement, while ensuring appropriate diversity in relation to gender, age, professional backgrounds and organizational affiliation.

¹⁴ The SMS as the Secretariat of the Executive Committee will have only a facilitating and administrative role without decision-making and influence on the selection process.

¹⁵ As stated above, networks will organise their own shortlist of candidates

- Providing guidance in case of disagreement on the shortlisted candidates on how to proceed, potentially reviewing up to three proposed candidates per constituency and potentially flagging any disagreements within the Lead Group members
- **Selecting a final list of 18 ExCom candidates to present to the Lead Group Chair and remainder of Lead Group membership for endorsement as required by the new ExCom Rules of Procedure.** The ETC Lead Group Members will abstain from decision-making within the LG endorsement process to avoid any conflict of interest.

ETC Lead Group members engagement is envisioned to provide guidance, good quality assurance and challenge constructively the preparatory work as needed.

They will receive preparatory documents to review on 14 September 2021. They will be then asked to join a virtual meeting on 21 September 2021 to discuss and agree among themselves the final options for the proposed Executive Committee composition before submitting for endorsement/decision to the entire Lead Group.

5. Term

Members of the ETC shall serve on this Committee during a limited period, for the sole purpose of transition towards a renewed Executive Committee. Therefore, the ETC shall be dissolved as soon as the renewed Executive Committee holds its first constituting meeting.

6. Chairperson

The Chairperson of the ETC shall be appointed among the members of the ETC at its first meeting.

7. Conduct of Work

7.1. In accordance with the Terms of the Reference of the Executive Committee, the members of the ETC shall work together as a team with global reach, in a trusting and transparent manner in a voluntary capacity. The members of the ETC safeguard the values and ethical standards of the SUN Movement and are committed to the implementation of SUN 3.0.

7.2. The Committee shall meet by telephone / web conference, as required. The Committee will conduct its business with open and respectful dialogue.

7.4. The Committee shall work with a majority quorum, i.e. a minimum of 3, and decision-making takes place by consensus among the ETC Lead Group members.

7.5. The Committee will report to the ETC Lead Group members as necessary and all proceedings, focusing on decisions, shall be kept by the SMS.

Timeline

26 July 2021:	ETC Ops Group members, with support of the external governance consultants and SMS develop and translate Call for Nominations which will include nomination criteria and clear process for the 2021 Executive Committee renewal
1 Aug – 4 Aug 2021:	Consultation with interested ExCom members
5 Aug - 4 Sept 2021:	Call for Nominations Period
6-13 Sept 2021:	SMS prepare documentation for review by the ETC Ops Group members & shared with ExCom for information
14-20 Sept 2021	ETC Lead Group Members receive and review list of candidates and ExCom for information
21 Sept 2021:	ETC Lead Group Members meet virtually together with ETC Ops Group members in order for the ETC Lead Group members to agree on the final list of 18 ExCom Candidates
22-27 Sept 2021	Lead Group members review and provide virtual endorsement of the new ExCom (channel TBC but most likely with a non-objection signalled by email)
1 Oct 2021:	Lead Group Chair announces new ExCom membership
2-9 Oct 2021	Induction of new ExCom members
11 October	First meeting of the renewed Executive Committee

Annex 1.2. Assessment Matrix

MATRIX FOR WEIGHTED ASSESSMENT EXCOM APPLICATIONS

1 low importance – 5 high importance

Note:

- Gender as criteria can only be taken into account once all candidates are rated to ensure there is a gender balance in the composition
- Geographical distribution is also a criteria among those candidates which are highest rated
- Re-application to retain 20-30% of members can either be weighted yes & no or taken into account in the composition
- Stakeholder group may only come in once the weighing is done.

GOVERNMENT FOCAL POINTS / COUNTRY COORDINATORS & COUNTRY SEATS

Conditionalities:

- Location in a SUN Country – if not exclusion as candidate for the Government FP; for country seats – regional UN locations is possible
- Being a designated Government FP / Country Coordinator – if not exclusion for the seat of Government FP / Country Coordinator

Need agreement once candidate accepted (second stage only for all candidates):

- Voluntary base with endorsement and support from constituency
- Acting in alignment with the Principles of Engagement
- Willingness to participate in 360-degree Accountability

CRITERIA	Weight	Name 1	Name 2	Name 3
Re-application (retention 20-30% of members) Yes=2, No=1	3			
Experience in strategic processes / governing bodies Yes = 1, No = 0	5 (proxy for strategic decision-making)			
Motivation to commit to EXCOM (motivation letter) Low=1, medium = 2, high=3	3			
ONLY GOVERNMENT FP / COUNTRY COORDINATOR Regional support / endorsement Low=1, Medium=2, High=3	4			
DIVERSITY				
High burden country of malnutrition (stunting, wasting, overweight, micro-nutrition) UNICEF/WHO/WB DATABASE	2 (proxy for exposure / experience)			
English (bilingual) .Yes= 1 No = 0	2 (proxy for participation)			
TRACK RECORD				
Experience in SUN initiatives in the past / “Serving the Movement” Yes=1, No=0	4			

Work experience in more than home country Yes = 1, No = 0	3			
Experience in domestic, donor or innovative resource mobilisation Yes = 1, No = 0	4			
Experience in having nutrition impact through securing a strong institutional home for nutrition coordination and scale-up Yes=1, No= 0	5			
Large-scale or field based nutrition programming Low= 1, Medium = 2, High = 3	5			
Experience in political advocacy Low= 1, Medium = 2, High = 3	5			
Experience in the nutrition field (years of experience: 1-5yrs =1, 5-10 yrs=2; >10 yrs=3)	5 (proxy for seniority)			
TOTAL				

YOUTH

Conditionality:

- be under 30 years of age – if no exclusion criteria

Need agreement once candidate accepted (second stage only):

- Voluntary base with endorsement and support from constituency
- Acting in alignment with the Principles of Engagement
- Willingness to participate in 360-degree Accountability

CRITERIA	Weight	Name 1	Name 2	Name 3
Location in a SUN Country or regional UN location Yes = 1, No = 1	4			
Experience in strategic processes / governing bodies Yes = 1, No = 0	5 (proxy for strategic decision-making)			
Motivation to commit to EXCOM (motivation letter) low =1, medium = 2, strong =3	3			
Willingness and ability to commit time Yes= 1, No = 0	2 (proxy as institutional support structure)			
DIVERSITY				
English (bilingual) Yes= 1, No = 0	2 (proxy for participation)			
TRACK RECORD				
Youth engagement within SUN Low=1, medium=2, high=3	5			
Work experience in other SUN Country than home country Yes=1, No=0	3 (proxy for understanding country needs/realities)			

Experience in SUN initiatives in the past / "Serving the Movement" Yes=1, No=0	4			
Experience in domestic, donor or innovative resource mobilisation Yes = 1, No = 0	4			
Experience in the nutrition field (years of experience: 1-3yrs =1, 4-6 yrs=2; >7 yrs=3)	5 (proxy for Youth engagement history)			
Experience in large-scale or field based programming or political advocacy Low=1, medum=2, high=3	3			
TOTAL				

SPECIALIZED SEATS – humanitarian seat, MEAL / analytics, Finance,

Conditionality:

- Track record in expert field –if not exclusion criteria

Need agreement once candidate accepted (second stage only):

- Voluntary base with endorsement and support from constituency
- Acting in alignment with the Principles of Engagement
- Willingness to participate in 360-degree Accountability

CRITERIA	Weight	Name 1	Name 2	Name 3
Location in a SUN Country or regional UN location Yes = 2, No = 1	4			
Experience in strategic processes / governing bodies Yes = 1, No = 0	5 (proxy for strategic decision-making)			
Motivation to commit to EXCOM (motivation letter) low =1, medium = 2, strong =3	3			
Willingness and ability to commit time Yes =1, No = 0	2 (proxy as institutional support structure)			
DIVERSITY				
English (bilingual) Yes= 1, No = 0	2 (proxy for participation)			
TRACK RECORD				
Proven expert in the particular issue the seat refers to in terms of technical / academic expertise Low=1, medium=2, high=3	4			
Work experience in other SUN Country than home country Yes=1, No=0	3 (proxy for understanding country needs/realities)			
Experience in SUN initiatives in the past / "Serving the Movement" Yes=1, No=0	3			

Experience in large-scale or field based programming Low= 1, Medium = 2, High = 3	2			
Experience in the nutrition field (years of experience: 1-5yrs =1, 6-10yrs=2; >10 yrs=3)	2			
HUMANITARIAN				
FCAS experience yes=1, no=0	5			
Expertise in nutrition programming in humanitarian / fragile contexts specifically Yes=1 , no = 0	5			
Experience in political advocacy low=1, medium= 2, high= 3	2			
FINANCE				
Expertise in financing mechanisms yes=1, no=0	5			
Experience in domestic, donor and/or innovative resource mobilisation for countries Yes=1, no=0	5			
Experience in political advocacy low=1, medium=2, high= 3	2			
MEAL/Analytics				
M&E data analysis experience low=1, medium=2, high=3	5			
Expertise/track-record in research / evaluation low=1, medium=2, high=3	5			
TOTAL				

NOTE:

NETWORKS – with their own ranking and criteria, ETC receives a ranked list for inclusion

Annex 2: Draft Mutual Accountability Framework

Draft Mutual Accountability Framework for the SUN Movement Draft 30.09.2021 (short version)

The three components of a MAF are a ***shared agenda and objectives*** (often captured in a joint plan), ***agreed indicators that measure performance and success*** and a ***frank dialogue process that reviews performance*** by all members, makes recommendations to address challenges/bottlenecks and builds trust across the membership.

The SUN Movement MAF will operate initially at 2 levels, country level and global level, with an interface between the two levels. Both levels need to ensure the primacy of the country level in line with SUN Strategy 3.0 of being country owned and country driven.

A. Country level

At country level, two systems will comprise the MAF:

a) Using existing government nutrition review systems

The alignment of SUN movement member plans behind the country national nutrition plan will enable a common M&E system to be developed to track success and performance. Existing government led nutrition review platforms will be used to provide the safe space. Current platforms at country level include SUN Movement Network Coordinating Committee, ministerial level annual review platforms, nutrition departmental review processes often more frequently than annual reviews, and subnational level review processes.

To use these existing government systems as part of the MAF, the SUN Movement will need to engage with willing countries to be pilots in the implementation process. If necessary, a 360° system will be added to the existing processes.

b) Adapting the JAA

The JAA can be adapted to form a key component of the country level MAF. First, the JAA self-assessment aspect will be extended so that each member also assesses the performance, success and functioning of the other members. This would be structured. Second, the alignment of each member's plans (the networks) behind the National Nutrition Plan will enable a common M&E frameworks with agreed indicators and targets. Third, facilitated discussions at the JAA meeting will flag issues of concern and then work out a strategy to address the challenge or bottleneck.

The 360° survey system under development will assess

- each member's satisfaction with support from the other members,
- whether the members have identified their needs and expressed them to the different members and whether these needs are being met,
- levels of coordination across the membership in country; and
- performance and success of the different members in terms of meeting their commitments, plans, activities and priorities.

The MAF will be piloted in 5 or so countries before being rolled out across the SUN Movement. The implementation plan includes:

- Details on how the data for the indicators for the MAF, that are included in the M&E frameworks, will be collected and reported on – indicators from the JAA, the 360° system and other sources
- Details on how the 360° system will be implemented and incorporated into the reports prepared for the JAA and into existing government systems
- Details on the process adopted for the existing government systems and the JAA that will allow the frank discussion in the safe space, including the role of, and possible training, of respected facilitators
- Details of the process of capturing and addressing the recommendations dealing with challenges/bottlenecks emerging from the mutual accountability process
- How the mutual accountability process should be rolled out across the SUN Movement countries.

B. Global level

At global level two systems will comprise the MAF:

a) Mutual accountability between ExCom and the SC

The shared agenda and strategic objectives are captured in SUN Strategy 3.0. In line with their respective TORs, the SC is required to develop an annual workplan with deliverables and the ExCom is expected to annually develop a set of deliverables. Together with these indicators/deliverables, the recently developed indicators of success measure progress against the SUN Strategy 3.0.

ExCom has for several years used an annual 360° tool for assessing the contribution and performance of the chair, members, and the SC. Each member completes the tool that assesses the performance of the ExCom as a whole, the performance of the ExCom co-chairs, and the working relationship between ExCom and the SC and LG. This is analysed by the SMS and presented and discussed at an ExCom meeting. The new TORs, and the new rules of procedures, for the incoming ExCom are clear around processes of accountability both within ExCom and between ExCom and the LG and the SC. This builds on the existing 360° survey currently being used.

To the current 360° system will be added indicators to track progress against ExCom/SC deliverables and the indicators of success. The SMS will be responsible for compiling the report that is presented at ExCom meetings for discussion and follow up.

b) Mutual accountability between the SMS and the global networks

The alignment of the networks and SMS annual workplans, the common GSS logframe and the indicators of success all lay the basis for mutual accountability. Within the GSS a 360° survey system tool is being developed whereby the current 4 global networks and the SMS assess each other's success and performance against their current plans. Both the indicators from the GSS logframe, from the different workplans and from the indicators of success need to be utilised for this process.

The 360° survey system and progress against indicators will be summarised in a report that can be presented at a the GSS midyear and annual review processes for discussion and follow up.

To tie this all together the ExCom also needs to reflect on what has emerged from the MAF processes at both country and global levels. This needs to be discussed annually and a report compiled by the SMS for this and presented to the ExCom.

The 360° survey system tools for this are currently being developed.

The implementation process includes:

- Details on how the data for the MAF using existing indicators in the M&E frameworks and from the 360° surveys will be collected and reported on
- Details on how the 360° survey will be implemented and incorporated into the reports prepared for the midyear and annual reviews, and at ExCom meetings
- Details on the process adopted for the midyear and annual reviews, and the ExCom meetings, that will allow for frank discussion in the safe space
- Details of the process of capturing and addressing the recommendations dealing with challenges/bottlenecks emerging from the mutual accountability process

Mutual Accountability Framework¹⁶

	SUN Countries		Global Support System (GSS)		SUN Movement Coordinator	Executive Committee	Lead Group
	Government	Networks	SMS	Networks			
Mandate/shared agenda or objectives	National Governments targets; ¹⁷ National Nutrition Plans and Policies	individual SUN network country plans	Annual SMS workplans	individual SUN Network Strategies for SUN 3.0; annual network workplans	Terms of Reference; annual deliverables	Terms of Reference; annual deliverables	Terms of Reference; annual commitments
	SUN Strategy 3.0 (2021-2025)		SUN Strategy 3.0 (2021-2025); shared GSS workplan		SUN Strategy 3.0 (2021-2025)		

¹⁶ Reflecting a shared agenda and objectives (often captured in a joint plan), agreed indicators that measures performance and success and a frank dialogue process that reviews performance by all members, makes recommendations to address challenges/bottlenecks and builds trust across the membership.

¹⁷ For example, country specific WHA and SDGs targets

<p>Key Accountabilities</p>	<p>to prioritize nutrition; to develop and implement strategies, with the support of the GSS and the multi-stakeholder mechanisms; to reach communities most affected by malnutrition</p>	<p>to support country government to achieve nutrition goals; to align behind country nutrition plans</p>	<p>to work together collectively to support SUN countries to implement plans and respond to needs; to be pro-actively responsive to requests from SUN countries; to coordinate and support effective SUN Governance</p>	<p>To support country prioritisation via technical assistance, capacity building, advocacy, knowledge management; to mobilise financial resources and capacities</p>	<p>to coordinate and support the SUN Movement to ensure full implementation of SUN 3.0; to use voice, influence and advocacy to ensure nutrition is a growing priority among all SUN stakeholders; to support country processes to deliver country priorities</p>	<p>to foster a trusted, transparent and accountable environment in which all SUN members and networks work together to support country led nutrition priorities; to encourage a data driven culture and decision-making; to report regularly on progress on SUN 3.0</p>	<p>to use voice, influence and advocacy to ensure nutrition is a growing priority among all SUN stakeholders; to provide strategic guidance to the ExCom; to review progress on SUN 3.0</p>
<p>Accountable to</p>	<p>communities, parliamentarians, citizens; donors for specific funding</p>	<p>their members; global networks; citizens; donors</p>	<p>SUN Coordinator and the ExCom; countries</p>	<p>their members; Steering Committees; SUN networks to each other; to SUN countries; to the Network ExCom members</p>	<p>the UNSG, Lead Group and working closely with the Executive Committee</p>	<p>the entire SUN Movement and the Lead Group</p>	<p>the UNSG; the entire SUN Movement</p>

How accountable	Results tracked	nutrition impact						
		spending for nutrition; functionality of country coordination team; alignment of stakeholders	functionality of country coordination team; alignment of stakeholders	response to countries' requests; capacity to deliver SUN 3.0 strategy objectives; functionality of Networks and SMS		country visits; advocacy opportunities (national/regional/global); media coverage	annual commitments; annual self-assessment; active championing of nutrition & the Movement approach media coverage	annual commitments; active championing of nutrition and SUN media coverage
	Tracking mechanism	national Information Systems; N4G Commitment Report (GMR); financing for nutrition (tracking, expenditure etc); Joint Annual Assessment/360 degrees survey	annual network workplan performance review; functionality index	annual SMS workplan performance review; annual progress report	annual network workplan performance review; annual progress report; functionality index	360 degrees survey; country visits reports; briefs; annual progress report	360 degrees survey; commitments tracking; periodic meetings; meetings minutes and actions	360 degrees survey; commitments tracking; periodic meetings; meetings minutes and actions
			360 degrees survey; periodic GSS calls/meetings; annual joint GSS workplan review					

Meetings/process for MAF	Government nutrition review meetings at all levels; JAA 2-day meeting		Joint biannual GSS review meetings		ExCom meetings	ExCom meetings	Lead Group meetings
		Annual/ biannual network review meetings	Annual/ biannual SMS review meetings	Annual/ biannual network review meetings			

Annex 3: Near Final Definitions of Success and Indicators

Expert Consultation Group (29 Sept 2021)

Overarching definition of success and impact indicators:

The success of the SUN Movement will be judged on how its collective and collaborative efforts accelerate improved nutrition outcomes and systemic change at all levels (national and subnational).

Goal (impact): Speeding up progress towards WHA global targets on all forms of malnutrition.

Impact indicators:

- By 2025, at least 50% of SUN countries have achieved/are making progress towards national WHA and NCD targets, as set by the countries themselves. *[note: this requires that the SMS documents all SUN country targets and may be facilitated by the N4G Commitment Tracking process.]*
- By 2025, at least 50% of SUN countries are on track to achieve the global WHA targets for low birthweight, exclusive breastfeeding, U5 wasting, U5 stunting, U5 overweight and women's anaemia. *[based on JME 2021, only 14% of SUN countries are currently on track for stunting, 33% for wasting and 43% for U5 overweight. No SUN countries is on track for women's anaemia.]*

SO 1 – Strengthening policy & advocacy environments for nutrition

Definition of success (SO1):

- **COUNTRY FOCUS:** Success means deeply embedding a multi-sectoral and multi-stakeholder way of working with countries, achieving and sustaining scale of nutrition actions at all levels, with country priorities guiding the engagement of the SUN Movement and nutrition being high on the national (political) agenda, well resourced, and recognising its interlinkages with other sectors.
- **IMPACT:** Success is to show the impact of the SUN Movement and the change it triggers within a larger ecosystem. This means identifying and disseminating effective solutions and results, generating and documenting learning, and acting as a broker to translate a vision into action and to ensure multi-directional feedback loops.
- **ALIGNMENT:** Success is when nutrition outcomes are accelerated in order to achieve the SDGs. This requires the creation of an enabling environment in which national policy and legal instruments are aligned with international instruments, all SUN stakeholders and networks and all relevant multi-stakeholder are resourced and are positioning and acting together to support national plans, and in which public authorities are working across sectors.

Indicators (SO1):

- 1.1 By 2025, 80% of SUN countries ensure the JAA (Joint Annual Assessment) is a quality, inclusive process that contributes to driving policy, decision, advocacy and accountability at country level and change at global level.

- 1.2 By 2025, 75% of SUN countries have budgets allocated and expenditures tracked by all relevant sector ministries as per the national nutrition plan.
- 1.3 By 2025, in 80% of SUN countries targeted advocacy (e.g. political statements, media, nutrition champions, parliamentary hearings, etc.) resulted in policy/legal/funding change for nutrition at national and sub-national levels.

SO 2 – Developed and implemented country priorities

Definition of success (SO2)

- **COUNTRY FOCUS:** Success is when nutrition is integrated in National Development Plans and translates down to community-level impact. This requires agile, effective, and functioning national coordination of multi-stakeholder mechanisms and the strategic positioning of SUN Focal Points. It also means that the SUN Movement serves the most vulnerable people and groups and applies a Whole-of-Government and Multi-sectoral approach.
- **ADVOCACY:** Success is continued support of policy and finance budget changes related to nutrition at global and national level, by advocating to work closely with the private sector, with the public sector and with SMEs. All advocacy work needs to contribute to achieving efforts to support targeted groups e.g women, youth
- **PARTNERSHIPS:** Success is that the SUN Movement is able to harness new partnerships, collaboration and has a championing role from outside the nutrition sector, also to ensure sustainable financing and investment. It requires an increased involvement of the private sector in nutrition, beyond the corporate social responsibility (CSR) activities, and an increased engagement with media institutions.
- **FINANCE:** Success is when national priorities are financed through diversified funding sources and overall finance for, investment in, and spending on nutrition is meeting the need. Success is to achieve adequate and sustained funding for nutrition at all levels.

Indicators (SO2):

- 2.1 By 2025, in at least in 80% of SUN countries nutrition objectives and agreed priorities that address in-country inequities are integrated in all SUN member countries National Development Plans (or other high-level policies/strategy visions documents in fragile or conflict-affected states).
- 2.2 By 2025, at least 90% of SUN member countries show alignment of all stakeholders of the MSP mechanism behind government leadership and invest in country priorities through a multisectoral plan.
- 2.3 By 2025, the SUN leadership (at global level, e.g. SUN Lead Group, ExCom and SUN Coordinator) contribute to policy and finance change at the country level for nutrition advocacy and partnerships.
- 2.4 By 2025, at least 80% of SUN member countries have shown a year-on-year incremental increase in investment for nutrition through national allocation.

SO 3 – Strengthening country capacity through efficient provision of technical assistance and knowledge management

Definition of success (SO3):

- **KNOWLEDGE SHARING:** Success is when the wealth of best practices and lessons learned promote uptake for all SUN countries and inform decision-making processes at all levels. Information is used at all levels systematically, feeds into the global and regional level, and cross-country learning, especially peer learning and exchange, is facilitated.
- **NETWORKS:** Success is when the nutrition networks exist at country level, are well integrated, and cross-network activities take place, with a brokerage approach leading to more cohesive and effective approaches for countries, with coordinated provision of technical assistance, and removing silos between networks, building on their complementarity and focussing together on nutrition outcomes on sub-national, national, regional, and global levels. This requires that Networks are integrated into the country multi-stakeholder mechanisms and thus, boost their functionality, and Networks have a presence at sub-national level for greater impact.
- **MULTI-SECTORAL APPROACH:** Success means strengthening the countries capacity for structured and innovative multi-sectoral and multi-actor approaches implemented at all administrative levels & programmes.
- **CAPACITY DEVELOPMENT:** Success means that countries identify capacity gaps and work with multi-sectoral platforms and GSS to fill these gaps through technical assistance.

Indicators (SO3):

3.1 By 2025, 80% of SUN countries have completed a capacity gaps analysis.

3.2 By 2025, 80% of countries report examples of intra and inter country knowledge exchange.

SO 4 – Strengthening governance of SUN that promotes country leadership and mutual accountability

Definition of success (SO4):

- **GOVERNANCE:** Success is good governance practices, characterized by inclusion, transparency, accountability, and collaboration, at all levels with all actors. The leadership role of government is vital and success also means that resilient specific government structures are actively convening and involved in leading multisectoral action for nutrition and financing, following good governance practices. This may require that capacities of public authorities are strengthened.

Indicators (SO4):

4.1 By 2025, at least 90% of stakeholders, by gender and youth, report full and effective participation at all levels within the SUN Movement’s governance structures.

4.2 Indicator on Mutual Accountability Framework [in process of being defined]

Annex 3.1. List of Technical Experts

In follow-up of Recommendation 3 of the Lead Group endorsed Ops Group Report as of 30.08.2021

Stakeholder Type	Organization	Individual(s)
Ops Group	Ops Group / ExCom / CSN	Asma Lateef
SMS	SMS	Debora Di Dio Maria Pizzini Mairead Petersen Aurelie du Chatelet Stephen Williams Ellen Barclay
SUN Network Secretariats	UNN (also Ops Group WG on MEAL)	Kathryn Ogden FAO Ruth Situma UNICEF Edna Possolo WFP Adriana Bianco WFP Dorothy Foote UNICEF Mozambique
	Civil Society	Nazgol Kafai – Golahmady Save the Children
	Business	Emily HENEGHAN WFP Ritta Sabbas Shine GAIN Christina Nyhus Dhillon GAIN (SBN M&E Focal Point)
	Donors	Erin Milner USAID
TAN	PATH (former MQSUN+) (also Ops Group WG on MEAL)	Monica Kothari
	Former NI TAN consultant	Kendra Siekmans
Global and Regional Partners	R4D	Yashodhara Rana
	N4D	Carmel Dolan
	JHU	Rebecca Heidkamp
	Ops Group / SDN	Hanns-Christoph Eiden
	Ops Group / SBN	Navneet Mittal
	Ops Group / Sun GOV	Georges Ogoudeli
External / Support	DAI- TASC	Paula Quigley Jane Keylock Alexandra Crosskey HumanImpact5 HI5: Michaela Told
External / Support	Gender + nutrition + measurement	Amanda Wyatt IFPRI Noora-Lisa Aberman GAIN

Annex 4: GSS Logframe with Ops Group Recommendations

Note: the GSS Logframe is a separate piece of worked which was supported by the TASC team. The full Logframe also includes assumptions.

GSS Logical Framework - July 2021 (version with recommendations to the SUN Lead group. From the report submitted by the Ops group 21 May 2021)								
Vision of the SUN Movement 2021-2025: Reduce all forms of malnutrition in the SUN Movement countries								
GOAL (IMPACT)	Impact Indicator 1		Recommendations to the Lead Group	Baseline (April 2022)	Milestone 1 (December 2023)	Milestone 2 (December 2024)	Target (December 2025)	
Speeding up progress towards WHA global targets on all forms of malnutrition	% of SUN countries showing progress in meeting their targets set for the four SDG2 indicators (wasting, stunting, overweight and anaemia)	Planned	rec 4: ExCom reports annually on nutrition data, 3 (definition of success)	baseline from SDG Report, FAO Report for SDG2	TBD after baseline established	TBD after baseline established	At least 50% of SUN countries meeting their targets for at least 2 of the 4 SDG2 indicators	
		Achieved						
		Source SDG Report, FAO Report for SDG2						
	% of SUN countries on track to achieve the targets for the 6 WHA indicators	Impact Indicator 2	Planned	rec 4: ExCom reports annually on nutrition data, 3 (definition of success)	Baseline (April 2022) baseline from 2021 GNR for each SUN country	Milestone 1 (December 2023) TBD after baseline established	Milestone 2 (December 2024) TBD from baseline -at least 50% of Sun countries on track to meet the targets in at least 3 of the 6 WHA Indicators	Target (December 2025) At least 50% of Sun countries have met the targets in at least 3 of the 6 WHA Indicators
			Achieved					
			Source Global Nutrition Report (GNR)					
OUTCOME 1	Outcome Indicator 1.1		rec 6: Embedding nutrition in national development plans, 5 (invest in MSPs), 10 (prioritise finance), 11 (finance capacity development)	Baseline (April 2022)	Milestone 1 (December 2023)	Milestone 2 (December 2024)	Target (December 2025)	
Ensure greater priority is given to nutrition in national development	% of SUN countries with nutrition as a key priority objective in national development plans	Planned		baseline levels to be determined	TBD from baseline - proposed 50% of SUN countries with nutrition as a key priority objective in national development	TBD from baseline - proposed 75% of SUN countries with nutrition as a key priority objective in national development	TBD from baseline - proposed 100% of SUN countries with nutrition as a key priority objective in national development	
		Achieved						
		Source JAA reports; SUN Movement Annual Reports						
	% of SUN countries where funding from national government for nutrition priorities increases	Outcome Indicator 1.2	Planned	rec 10: prioritise finance and investment, rec 11 (finance capacity platform), rec 12 (finance framework), 6 (response to FACS)	baseline levels to be determined	TBD from baseline - proposed 50 % of SUN countries showing increased national government nutrition funding from previous	TBD from baseline - proposed 75% of SUN countries showing increased national government nutrition funding from previous	TBD from baseline - proposed 100% of SUN countries showing increased nutrition funding from previous years
			Achieved					
			Source GNR; Partners Reports; SUN Countries reports on financial tracking					
INPUTS (\$)	FCDO (\$)			Govt (\$)	Other (\$)	Total (\$)	FCDO SHARE (%)	
INPUTS (HR)	FCDO (FTEs)							

OUTCOME 2	Outcome Indicator 2.1		rec 1: stronger country representation at all governance levels, rec 5 (invest in MSPs), rec 6 (advocacy), rec 7 (response to FACS), rec 8 (supporting countries through GSS workplans)	Baseline (April 2022)	Milestone 1 (December 2023)	Milestone 2 (December 2024)	Target (December 2025)	
Ensure country priorities are scaled up	% of SUN countries that have a multisectoral costed national nutrition plan that is reviewed annually with follow-up action points developed	Planned	rec 8: GSS support for country plans at national and subnational level, rec 5 (invest in MSPs), rec 11 (finance capacity development)	baseline levels to be determined	TBD from baseline - proposed 50% of countries with costed national nutrition plans	TBD from baseline - proposed 75% of countries with costed national nutrition plans with at least 50% that are reviewed annually with follow-up action points developed	TBD from baseline - proposed 100% of countries with costed national nutrition plans with at least 75% that are reviewed annually with follow-up action points developed	
		Achieved						
		Source						
		SUN partner reports; SUN JAA						
	% of SUN countries that have multisectoral costed nutrition plans at subnational level that are reviewed annually with follow-up action points developed	Planned	rec 8: GSS support for country plans at national and subnational level, rec 5 (invest in MSPs), rec 11 (finance capacity development)	baseline levels to be determined	TBD from baseline - proposed 50% of countries with costed subnational nutrition plans	TBD from baseline - proposed 75% of countries with costed subnational nutrition plans with at least 50% that are reviewed annually with follow-up action points developed	TBD from baseline - proposed 100% of countries with costed subnational nutrition plans with at least 75% that are reviewed annually with follow-up action points developed	
		Achieved						
		Source						
		SUN partner reports; SUN JAA						
	INPUTS (\$)	Donor (\$)			Govt (\$)	Other (\$)	Total (\$)	Donor SHARE (%)
	INPUTS (HR)	Donor (FTEs)						

Strategic Objective 1 (OUTPUT 1)	SO (Output) Indicator 1.1		rec 6 : Support and strengthen advocacy	Baseline (April 2022)	Milestone 1 (December 2023)	Milestone 2 (December 2024)	Target (December 2025)	
Strengthen and sustain strong policy and advocacy environments at the subnational, national, regional and global levels to position nutrition outcomes as a key maker and marker of sustainable development.	% of SUN countries supported by the GSS to deliver on their SMART nutrition commitments with specific action plans	Planned	rec 8: support to country needs by GSS workplans and review of these plans by national stakeholders, rec 9 (capacity development and technical)	Baseline to be calculated after the N4G summit (December 2021)	TBD from baseline - proposed 50% of SUN countries are supported by the GSS to deliver on their SMART commitments with specific action plans	TBD from baseline - proposed 75% of SUN countries are supported by the GSS to deliver on their SMART commitments with specific action plans	TBD from baseline - proposed 100% of SUN countries are supported by the GSS to deliver on their SMART commitments with specific action plans	
		Achieved						
		Source						
		GNR Nutrition Accountability Framework/JAAs/N4G report						
	% of SUN countries with functional and inclusive institutional architecture (e.g. MSPs) to tackle malnutrition	Planned	rec 5 : invest in and support functional MSPs	Baseline to be established based on new MSP functionality/inclusivity index to be developed	TBD from baseline - proposed 50% of SUN countries with functional and inclusive institutional architecture (e.g. MSPs) to tackle malnutrition	75% of SUN countries with functional and inclusive institutional architecture (e.g. MSPs) to tackle malnutrition	100% of SUN countries with functional and inclusive institutional architecture (e.g. MSPs) to tackle malnutrition	
		Achieved						
		Source						
		SUN JAA; SUN MSP functionality index						

SO (Output) Indicator 1.3		rec 8: proper support to country needs by GSS 5 (support MSPs)	Baseline (June 2021) <i>these are illustrative</i> zero	Milestone 1 (December 2022) 50% of new SUN countries	Milestone 2 (June 2024) 75% of new SUN countries	Target (December 2025) 100% of new SUN countries
% of new countries joining the SUN movement that feel well supported by the GSS to form the appropriate institutional architecture	Planned					
	Achieved					
			Source			
			SUN Movement Annual Reports; 360 degree survey			
SO (Output) Indicator 1.4		rec 8: support to country needs by GSS, 2 (mutual accountability)	Baseline (April 2022)	Milestone 1 (December 2023)	Milestone 2 (December 2024)	Target (December 2025)
% of SUN countries reporting achieving their specific objectives for the meeting following participation in global, regional, national and subnational nutrition-related events led by the GSS	Planned		Baseline to be established	TBD from baseline-proposed 50% of SUN countries	TBD from baseline-proposed 75% of SUN countries	TBD from baseline-proposed 100% of SUN countries
	Achieved					
			Source			
			SUN JAA reports; SUN Movement partners' reports/event reports; 360 degree survey			
SO (Output) Indicator 1.5		rec 8: support to country needs by GSS, rec 9 (capacity development and TA)	Baseline (April 2022)	Milestone 1 (December 2023)	Milestone 2 (December 2024)	Target (December 2025)
% of SUN countries that have included WHA nutrition indicators/targets in their national plans	Planned		Baseline to be established	TBD from baseline-proposed 50% of SUN countries	TBD from baseline-proposed 75% of SUN countries	TBD from baseline-proposed 100% of SUN countries
	Achieved					
			Source			
			UN Nutrition-supported Policy & Plan Overviews			
SO (output) Indicator 1.6		rec 8: proper support to country needs by GSS and rec 9: capacity building and TA	Baseline (April 2022)	Milestone 1 (December 2023)	Milestone 2 (December 2024)	Target (December 2025)
% of SUN countries that have established both institutional coordination structures above sector levels of government ("country coordinator") and implementation structures at subnational level.	Planned		Baseline to be established	75% of SUN countries have established coordination structures above sector level	90% of SUN countries have established coordination structures above sector level and 25% of countries have established subnational implementation structures	100% of SUN countries have established coordination structures above sector level and 50% of countries have established subnational implementation structures
	Achieved					
			Source			
			SUN JAA reports; SUN Movement Annual Reports			
IMPACT WEIGHTING (%)						
INPUTS (\$)	Donor (\$)		Govt (\$)	Other (\$)	Total (\$)	Donor SHARE (%)
INPUTS (HR)	Donor (FTEs)					

Strategic Objective (OUTPUT) 2	SO (Output) Indicator 2.1		rec 2: mutual accountability, 3 (definition of success), rec 8 support to country plans by GSS	Baseline (April 2022)	Milestone 1 (December 2023)	Milestone 2 (December 2024)	Target (December 2025)
Develop and align shared country priorities for action	% of SUN countries that are supported by the GSS to strengthen government systems for financing nutrition	Planned		Baseline to be established	TBD from baseline-proposed 50% of SUN countries	TBD from baseline-proposed 75% of SUN countries	TBD from baseline-proposed 100% of SUN countries
		Achieved	rec 8: support by GSS, 10 (prioritise investment and finance), rec 11 (finance capacity development), rec 12 (finance framework)				
Source							
Financial tracking reports by SUN countries/JAAs							
SO (Output) Indicator 2.2			rec 8: support by GSS, rec 10 (prioritise investment and finance), rec 11 (finance capacity development), rec 12 (finance framework)	Baseline (April 2022)	Milestone 1 (December 2023)	Milestone 2 (December 2024)	Target (December 2025)
% of SUN countries where a comprehensive resource mobilisation strategy is developed and implementation is tracked		Planned		Baseline to be established	TBD from baseline-proposed 50% of SUN countries	TBD from baseline-proposed 75% of SUN countries	TBD from baseline-proposed 100% of SUN countries
		Achieved					
Source							
SUN JAA reports; SUN Movement partners reports							
SO (Output) Indicator 2.3			rec 11: finance capacity development, rec 12 (finance framework)	Baseline (June 2021)	Milestone 1 (December 2022)	Milestone 2 (June 2024)	Target (December 2025)
% of SUN countries whose NNPs include gender and have a budget specifically for gender		Planned		to be calculated	TBD from baseline	TBD from baseline	75% of SUN countries whose NNPs have a budget specifically for
		Achieved					
Source							
Global Nutrition Reports; NNP Gender checklist							
SO (Output) Indicator 2.4			rec 10: prioritise investment and finance especially innovative finance, rec 11 (finance capacity development), rec 12 (finance framework)	Baseline (April 2022)	Milestone 1 (December 2023)	Milestone 2 (December 2024)	Target (December 2025)
% of SUN countries accessing any type of innovative funding (e.g. from GFF/IDA or the private sector) with support from GSS.		Planned		Baseline to be established	TBD from baseline-proposed 50% of SUN countries	TBD from baseline-proposed 75% of SUN countries	TBD from baseline-proposed 100% of SUN countries
		Achieved					
Source							
SUN Movement partners reports							
SO (Output) Indicator 2.5			rec 8: harmonised GSS and country workplans, rec 5 (support MSPs), rec 9 (capacity development and technical assistance)	Baseline (April 2022)	Milestone 1 (December 2023)	Milestone 2 (December 2024)	Target (December 2025)
% of SUN countries whose joint network plans align behind country priorities		Planned		Baseline to be established	TBD from baseline-proposed 50% of SUN countries	TBD from baseline-proposed 75% of SUN countries	TBD from baseline-proposed 100% of SUN countries
		Achieved					
Source							
SUN JAA reports							
IMPACT WEIGHTING (%)							
INPUTS (\$)	Donor (\$)			Govt (\$)	Other (\$)	Total (\$)	Donor SHARE (%)
INPUTS (HR)	Donor (FTEs)						

6	Strategic Objective 3 (OUTPUT 3)	SO (Output) Indicator 3.1		rec 9: capacity development and TA, rec 4 (MEAL and knowledge management)	Baseline (April 2022)	Milestone 1 (December 2023)	Milestone 2 (December 2024)	Target (December 2025)		
3	Build and strengthen country capacity to develop, prioritise, finance, implement and track country actions through strengthened technical assistance and knowledge management	% of SUN countries that report adapting or applying knowledge learning from other countries through the support of the GSS	Planned	rec 4. MEAL and knowledge management, rec 8 (GSS support through workplans)	Baseline to be established	TBD from baseline-proposed 50% of SUN countries	TBD from baseline-proposed 75% of SUN countries	TBD from baseline-proposed 100% of SUN countries	S	
4			Achieved						V	
5			Source							S
6			360 degree survey; SUN JAAs; network annual surveys							F
7										G
8		SO (Output) Indicator 3.2		9: capacity development and TA, 8 (GSS support)	Baseline (June 2021)	Milestone 1 (December 2022)	Milestone 2 (June 2024)	Target (December 2025)		
9		% of relevant TA requests from SUN countries that were responded to by GSS	Planned		Baseline to be established	TBD from baseline-proposed 50% of SUN countries	TBD from baseline-proposed 75% of SUN countries	TBD from baseline-proposed 100% of SUN countries	F	
10			Achieved						C	
11			Source							F
12			GSS joint Global TA database							A
13				SO (Output) Indicator 3.3		rec 9: capacity development and technical assistance	Baseline (April 2022)	Milestone 1 (December 2023)	Milestone 2 (December 2024)	Target (December 2025)
14		% of SUN countries that have undertaken a capacity gap analysis of National Nutrition Plan implementation and developed a nutrition capacity development plan	Planned		Baseline to be established	TBD from baseline-proposed 50% of SUN countries	TBD from baseline-proposed 75% of SUN countries	TBD from baseline-proposed 100% of SUN countries		
15			Achieved							
16			Source							
17			UN Nutrition-supported country-specific Nutrition Capacity Assessments; JAA							
18										
19	IMPACT WEIGHTING (%)									
20	INPUTS (\$)	Donor (\$)		Govt (\$)	Other (\$)	Total (\$)	Donor SHARE (%)			
21										
22	INPUTS (HR)	Donor (FTEs)								
23										

Strategic Objective 4 (OUTPUT 4)	SO (Output) Indicator 4.1		rec 4: MEAL and knowledge management, rec 5 (prioritise investment in country priorities), rec 2 (mutual accountability)	Baseline (April 2022)	Milestone 1 (December 2023)	Milestone 2 (December 2024)	Target (December 2025)	
<p>Ensure governance of SUN that promotes country leadership and responsibilities of government, aligns the resources of all Movement stakeholders behind country priorities, strengthens mutual accountability between Movement stakeholders and to those most at risk of malnutrition, with robust mechanisms to encourage and ensure such promotion, alignment and mutual accountability is realised.</p>	<p>% of SUN countries that have a system to track progress in meeting identified needs/priorities that includes mechanisms to address lack of progress</p>	Planned		Baseline to be established	TBD from baseline-proposed 50% of SUN countries	TBD from baseline-proposed 75% of SUN countries	TBD from baseline-proposed 100% of SUN countries	
		Achieved						
		Source						
	SUN JAAs; SUN Movement Annual Report							
	SO (Output) Indicator 4.2			rec 7: SUN stronger support to FCAS	Baseline (April 2022)	Milestone 1 (December 2023)	Milestone 2 (December 2024)	Target (December 2025)
	<p>% of FCAS SUN countries that bridge the humanitarian/development nexus through involvement of all actors in joint action plans/integrated plans related to nutrition</p>	Planned			Baseline to be established	TBD from baseline-proposed 50% of SUN countries	TBD from baseline-proposed 75% of SUN countries	TBD from baseline-proposed 100% of SUN countries
		Achieved						
		Source						
	SUN JAAs; SUN Movement Annual Report; OCHA reports							
	SO (Output) Indicator 4.3			rec 2 : enhanced mutual accountability, rec 1 (new ToR and Rules of Procedures for EXCOM), rec 8 (GSS support)	Baseline (April 2022)	Milestone 1 (December 2023)	Milestone 2 (December 2024)	Target (December 2025)
	<p>Number and diversity of SUN country representatives expressing satisfaction of being meaningfully supported by the GSS on Movement governance structures at all levels (from global to national) to articulate and take forward nutrition commitments.</p>	Planned			Baseline to be established from first 360 degree survey	TBD from baseline-proposed 50% at least	TBD from baseline-proposed 75% at least	TBD from baseline-proposed 100% at least
		Achieved						
		Source						
	360 degree survey; SUN Movement Annual Report;							
	SO (Output) Indicator 4.4			rec 1: new ToR and Rules of Procedures EXCOM, rec 8 (GSS support)	Baseline (June 2021)	Milestone 1 (December 2022)	Milestone 2 (June 2024)	Target (December 2025)
<p>% of youth representatives on SUN global governance structures (Lead Group, ExCom, Secretariat steering groups) express satisfaction in being supported by the GSS to put their ideas/initiatives forward and into practice, and to meaningfully participate in decision-making processes.</p>	Planned			baseline to be calculated from first 360 degree survey	TBD from baseline	TBD from baseline	TBD from baseline	
	Achieved							
	Source							
360 degree survey; SUN Movement Annual Report; annual survey of youth representatives								
SO (Output) Indicator 4.5			rec 8: review each year GSS workplans, rec 2 (mutual accountability)	Baseline (April 2022)	Milestone 1 (December 2023)	Milestone 2 (December 2024)	Target (December 2025)	
<p>Number of consultations through which the GSS applies adaptive management changes through systematically reviewing progress with implementation of the logframe/workplans</p>	Planned			Baseline to be established	TBD from baseline	TBD from baseline	TBD from baseline	
	Achieved							
	Source							
SUN Movement Annual Report; retreat reports								
SO (Output) Indicator 4.6			rec 1: new Rules of Procedures	Baseline (April 2022)	Milestone 1 (December 2023)	Milestone 2 (December 2024)	Target (December 2025)	
<p>% of identified cases of COI resolved through SUN COI frameworks</p>	Planned			Baseline to be established	TBD from baseline	TBD from baseline	TBD from baseline	
	Achieved							
	Source							
SUN Movement Annual Report								
PACT WEIGHTING (%)								
PUTS (\$)								
PUTS (HR)	Donor (FTEs)							

Annex 5: Draft Terms of Reference of permanent Task Team on Finance

Draft Terms of Reference for the SUN Movement Permanent Finance Task Team of the Executive Committee as proposed by the Operationalisation Group – September 2021

Background

SUN 3.0 recognises the vital importance of supporting countries to finance nutrition investment at scale, clearly stating that the financing of nutrition is to be *‘pursued proactively and vigorously as a deliberate and significant shift from SUN 2.0’*. The strategy calls for identification of gaps in countries’ technical support for finance; working with partners and finding models to address these gaps; and developing and deepening finance expertise across the SUN Movement. Nutrition finance, both specific and sensitive, requires a ‘beyond business as usual’ approach, given the current development finance climate.

A permanent Finance Task Team on Finance has been endorsed by the Lead Group in its meeting on 24 June 2021 as an integral part of Article 4.7 of the updated Terms of Reference of the Executive Committee. This Terms of Reference has been developed in accordance with the Rules of Procedures of the Executive Committee, in particular Rule 15 and Rule 16 and has been approved by the Executive Committee during its session on xxx October 2021. This Terms of Reference enter into force on xxx November 2021. Substantive or strategic changes to this Terms of Reference require the approval of the Executive Committee.

1. Purpose of the permanent Finance Task Team of the Executive Committee:

1.1 To drive innovative thinking around finance for nutrition and provide thought leadership and strategic advice, escalate issues and opportunities to the Executive Committee and the Movement at large.

1.2 To bring a unique finance focus to the work of the SUN Movement at all levels, notably on matters of sustainable, domestic, private, and innovative finance – nutrition specific and nutrition sensitive – and investable country nutrition priorities and plans.

1.3 To engage with and leverage both internal and external finance expertise to increase the Movement’s ability to define and achieve finance outcomes, as well as to deepen its finance-related capacity and activities (e.g. advocacy, capacity development, technical assistance, piloting).

1.4 To support the effective high-level coordination, advocacy, partnering with international finance actors and key country finance ministries (for domestic finance).

1.5 To stimulate increased private sector engagement in nutrition investment and financing, notably SMEs in country working in the food system. Besides a focus on positive business cases there could be a need for non-concessional finance to increase capacity and sustainability. The task force will propose effective pathways for achieving this to the Executive Committee for their support to SUN members.

1.6 To explore finance mechanisms required for the set-up, implementation, evolution, and monitoring of the capacity development platform and finance pilot framework.

2. Roles and responsibilities:

2.1 Carries out its guidance and support functions to the Executive Committee in an impartial manner, in order to benefit the Movement's finance goals and guided by the Movement's strategic framework.

2.2 Provides support to the delivery of the annual SUN Movement finance progress reports against concrete success indicators (e.g. amount committed/invested by private sector; amount committed by national governments; amount committed by donors for capacity development, etc.) and provides feedback to the Executive Committee of the support it has provided to GSS finance work.

2.3 Communicates proactively with networks and a broader stakeholder group of finance, development, and nutrition actors, including the existing Finance Community of Practice.

2.4 With international actors, catalyses concessional finance and develops an engagement strategy to the Executive Committee to support this aim (in support of the GSS strategy logframe).

2.3 Supports the Executive Committee by facilitating that:

- a) Recommendations approved by the Lead Group on finance are soundly set-up, resourced, operationalized, monitored and evaluated through proposals made to the Executive Committee;
- b) Efforts to resource the SUN support system, notably its finance-related work, are optimized;
- c) Sound methodologies are put in place to continuously assess finance capacity development needs, gaps, and outcomes for countries;
- d) Finance expertise from among all SUN members and partners are consistently brought to bear on capacity development and finance piloting and scaling;
- e) Opportunities for Lead Group and Executive Committee finance advocacy efforts are cultivated, seized, and appropriately measured against indicators;
- f) Flows of domestic, donor, and innovative financing for nutrition are adequately mapped, and opportunities to increase funding are identified;
- g) Enabling environment barriers to country nutrition financing are identified and addressed;
- h) The private sector is further engaged in investment in and finance for nutrition by creating positive business cases for nutrition;
- i) Finance capacity development platform and pilot framework activities are guided and adequately reported to the ExCom on a quarterly basis, prior to the Executive Committee meetings.

2.4. Develops its expected deliverables, for approval by the Executive Committee.

3. Member profiles of the permanent Task Team on Finance:

3.1 Members should be aligned to the aims of the SUN Movement, its values, ethical framework and principles.

3.2 Membership will span the origins, genders, and diversity of the Movement.

3.3 Members should be experts in various fields of finance, including: economy; domestic finance; nutrition budgeting; concessional financing; gender financing; innovative financing, including sectors

such as climate change, agriculture, gender, local food production; development financing; banking; and finance capacity development.

4. Composition:

4.1 According to the Executive Committee Rules of Procedure Rule 17¹⁸, three members of the Executive Committee form *de facto* part of the permanent Task Team on Finance: the finance expert member, who leads the permanent Task Team on Finance, and two country members; with other members based on expertise.

4.2 The permanent Task Team on Finance consists of a minimum of 8 and a maximum of 12, with possibility of inviting guests on an *ad hoc* basis to provide input into specific topics, where appropriate.

4.3 The allocation of seats on the permanent Task Team on Finance are based on expertise required, with a balance between experts drawn from SUN countries and networks, notably the SUN Donors Network, the Sun Business Network, and the SUN Civil Society Network, as well as the existing Finance Community of Practice and independent (innovative) finance experts (see selection below).

4.4 Specialized independent experts should span *ad minima* profiles including: innovative finance technical experts, Development Finance Institution experts, blended finance experts; economic regional group finance experts (e.g. AU or ASEAN in a finance role); private sector (business); and domestic finance, with a possibility to reconsider competency profile of these expert roles and approve them in the Executive Committee accordingly.

4.5 Members serve on a voluntary basis for the good of the Movement and serve the permanent Task Team on Finance in a personal capacity.

4.6 The Executive Committee shall confirm the membership of the permanent Task Team on Finance.

5. Selection of membership:

5.1 The Executive Committee Finance Expert shall serve as the Chairperson of the permanent Task Team.

5.2 The two country seats from the Executive Committee are chosen from among the Executive Committee country seats based on expertise in finance, notably domestic finance or nutrition budgeting.

5.3 Profiles for other seats approved by the Executive Committee, will be published in a transparent manner with a process of selection facilitated by the SMS, preselected by the three core members (see above) and validated by the Executive Committee.

¹⁸ Executive Committee Rules of Procedure, **Rule 17:**

- A permanent task team on Finance shall be established in accordance with the Terms of Reference of the Executive Committee. - The permanent task team on Finance shall be led by the member of the Executive Committee with specialised expertise on Finance ('Finance seat') and report to the Co-Chairs on a quarterly basis. - The composition of the permanent task team shall include as a minimum two SUN Country Executive Committee members. Additional members with specialised expertise that can contribute to the deliberations of the task team can be co-opted to the membership, as deemed necessary by the membership of the task team.

5.4 While finance expertise is the primary requirement for selection and balance, each of the SUN Networks may propose more than one candidate, with one seat each guaranteed and selected based on expertise required.

5.5 The finance expert will chair an interim Task Team on Finance¹⁹ to provide input into the profiles required on the permanent Task Team and members of the Interim Task Team can also be eligible for nomination to the permanent Task Team on Finance. The interim Task Team will be dissolved once the permanent Task Team is functional.

6. Ways of working:

6.1 The members of the permanent Task Team on Finance will work together as a team with global reach, in a trusting, collaborative and transparent manner. Behaviour will follow the values and principles of the SUN Movement. The permanent Task Team on Finance should be considered a safe space for open dialogue.

6.2 The permanent Task Team on Finance is not a voting body of SUN governance. However, through the Chairperson, i.e. the Finance Expert on the ExCom, the permanent Task Team on Finance proposes and represents finance matters to the Executive Committee.

6.3 The permanent Task Team on Finance works on concrete files of high priority for the SUN Movement finance objectives. Each meeting, to take place prior to Executive Committee meetings, is supported and prepared by the SMS finance team, under the guidance of the Taskforce lead.

6.4 The permanent Task Team on Finance provides robust and creative pathway seeking for nutrition finance, delivers concrete proposals towards achieving finance outcomes for nutrition, and facilitates key partnerships and advocacy efforts for ramping up nutrition finance globally, including through engaging with countries on domestic resource mobilisation. All permanent Task Team on Finance members shall consider sustainability, gender transformative finance approaches, and long-term finance capacity development in their deliberations.

6.5 A designated finance focal point from the SMS will support preparations of meetings and is invited to participate in meetings as an observer.

7. Reporting and Accountability:

7.1 The permanent Task Team on Finance reports to the Executive Committee through its Chairperson.

7.2 The permanent Task Team on Finance is not a decision-making body but proposes options for decision in the Executive Committee.

7.3 The permanent Task Team on Finance has no legal status or binding obligations, and its members have no legal or fiduciary responsibility for the Movement.

¹⁹ The interim Task Team has as its objective to ensure continuity of work and is currently being set up.

Annex 6: Concept Note on Capacity Development Platform on Finance

At a ‘critical juncture’²⁰ for nutrition globally, no time to waste for improving nutrition finance capacity

A roadmap for finance capacity development across the SUN Movement
Scaling Up Nutrition Finance Capacity Development Platform (SUN-FCDP)

Introduction

Financing for nutrition is a top priority in SUN 3.0. Given the global economic downturn that has witnessed a shrinking ODA linked to the global economic impact of the COVID-19 pandemic, nutrition financing is both more crucial and more challenging than ever. Indeed, the impacts of COVID-19 show signs of exacerbating the steadily increasing prevalence of undernourishment globally and a widening gender gap in food insecurity – all of which is compounded by climate change. Healthy diets, given the state of economic downturn, are even farther from reach for the majority of people. Nutrition-sensitive investments will become increasingly crucial in this environment, yet capacity is overwhelmingly lacking. The estimated additional annual financing of nutrition of USD 7 billion plateaued even before COVID-19, and global nutrition goals will not be achieved without sufficient and equitable financing, according to the recent 2020 Global Nutrition Report. The report called for increased domestic financing and a better grasp funding flows; increase in and coordination of donor funding; exploration of innovative financing mechanisms; and more.

Why do we need a consolidated platform for nutrition finance?

Even before the onslaught of COVID-19, it was clear that ‘business as usual’ would no longer suffice for nutrition financing. Greater expertise and capacity are needed for countries to apprehend the finance landscape and unlock opportunities to increase, pool, and blend nutrition-specific and nutrition-sensitive financing and investment. The reality in many low- and middle-income countries is that the lack of technical capacity for finance poses a major constraint. Considered the greatest obstacle to scaling up interventions to improve nutrition, such capacity includes technical finance capabilities, proposal writing, resource mobilization, communication and advocacy, the ability to identify appropriate investment cases, and knowledge of available opportunities – be they national, regional, or international. Maintaining the daily routine tasks leads to little space to stay abreast of new developments and results in stagnating or declining technical capacity.

While there are many individual initiatives focusing on the various aspects of finance capacity, a unique ‘space’ to access the capacity development and technical assistance resources required for countries currently does not exist, and the landscape remains fragmented and difficult to navigate. To respond to this need, a key recommendation was approved by the SUN Lead Group in June 2021: the creation of a nutrition Finance Capacity Development Platform to boost country capacity to increase domestic resources, as well as improve access to concessional funding and innovative financing.

What problems will the platform aim to solve?

While some of these issues are already being tackled by extant nutrition finance actors, by analysing the finance needs, gaps and barriers in country, developing basic and more specialized capacity - from costing, budgeting, and traditional resource mobilization, to domestic, private sector, concessional, and

²⁰ Key term from *The State of Food Security and Nutrition in the World*, published in July 2021.

innovative financing - the platform will address a range of issues that were identified through the Finance Working Group of the SUN 3.0 Operationalization Group:

Key systemic issues:

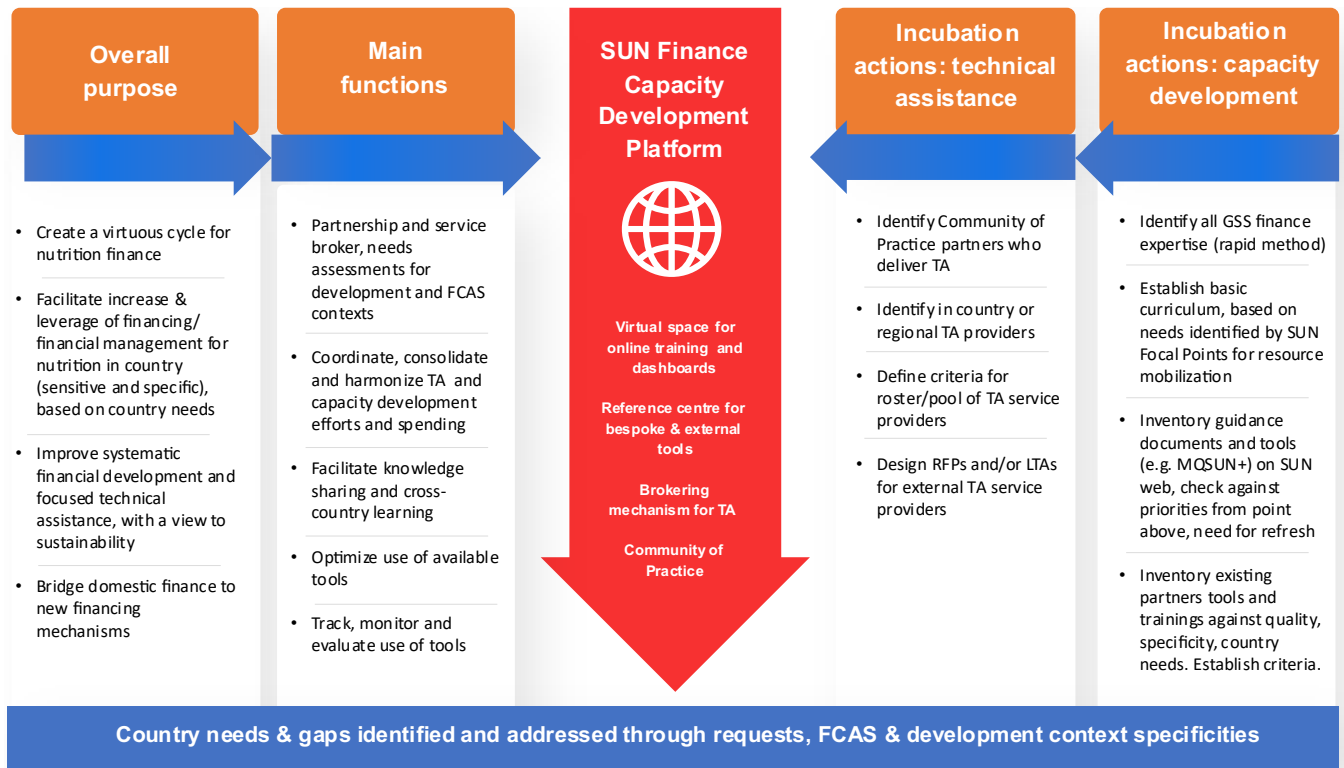
- lack of coordination between different financing mechanisms and generally also among donors in a given country, and proliferation of solutions that frequently are under-utilized or not acting in concert;
- under-utilisation of existing sources, duplication, and lack of appreciation of innovative sources of financing;
- poor understanding of quantum of existing financial flows from donors and of existing country spending benchmarks;
- lack of common language between business sector and nutrition sector, idem for climate change and other key areas.

Key country issues:

- complex structure of financing options makes it difficult for countries to navigate and access available funding;
- international actors applying for and channeling funding to nutrition interventions that do not align with country priorities (countries not applying directly for such funding);
- poor coordination within countries, complicated by funding cycles, and lack of prioritization of nutrition from governments where the political will is lacking to mobilize or devote resources to this;
- limited country capacity building on finance;
- existing capacity development has not reached beyond basic resource mobilization tools;
- knowledge transfer is shallow.

The ultimate ambition is for countries to move beyond an often-vicious cycle of insufficient funding and low impact, to a more sustainable and virtuous cycle of coordinated and leveraged funding, financing and investment with improved impact that takes advantage of the unique position and power of the SUN Movement.

Overview of the key aspects of the platform



How will countries benefit?

A single resource centre and one-stop-shop for nutrition finance will allow nutrition actors in countries to easily self-assess their capacity development needs and follow online training programmes as well as more bespoke offerings. Specific country-level requests can be made through the platform for support in person training and regional capacity development events. A rolling programme of training will be offered – both live online and in person.

Technical assistance can be easily found through a request system, where a roster of providers (in kind or pay for service) is accessible directly or via a brokering role of the platform team. In country and regional experts will be key to bringing and keeping expertise as locally as possible. Countries can thus have easy access to partners, resources, trainings, and service providers in what can be a complex system to navigate.

The platform will also play a brokering role in linking countries to providers of funding and finance, helping to demystify the complex nutrition financing landscape, breakdown silos and create new partnerships that will catalyse further support for nutrition.

A country financing pilot framework will link to this capacity development platform, allowing for capacity needs to be identified and addressed along a step-wise approach to mapping and analysing barriers to an enabling environment for finance, identification of appropriate finance actors and sources, engineering and implementation of new finance mechanisms, and Monitoring, Evaluation and Learning (MEAL).

In reality for countries, this would mean a more dynamic spurring of innovation and support through virtual meetings and events, various training opportunities including training modules, guidance and consolidated references. Playing a pivotal role in activating, renewing, and growing basic to innovative finance capabilities, countries will be able to respond to developments and better apprehend the network and environment of governments, donors, development partners, CSOs, and businesses alike.

Main objectives of the SUN Finance Capacity Development Platform

1. Provide a one-stop-shop for SUN countries for basic to advanced nutrition finance capacity, both for development and humanitarian contexts, based on needs and requests;
2. Analyse, adapt, and improve nutrition finance tools on an ongoing basis to reduce duplication and increase quality, relevance, and usability;
3. Consolidate expertise in nutrition finance, notably in country or regionally, for technical assistance;
4. Link finance and funding providers and finance seekers;
5. Enhance, support, and facilitate knowledge sharing across countries.

A phased approach

The SUN Finance Capacity Development Platform has a unifying and non-duplicative approach. To ensure success, three phases will be required:



Financing and funding are essential to implementing national strategies and to achieving nutrition results. Finance hinges on the capabilities of the technical teams in country to engage with and convince financiers of a project’s ability to achieve tangible results and impact national economic indicators. For this reason, the Finance Capacity Development Platform, solely dedicated to nutrition financing, will have a lasting impact on SUN countries’ ability to implement and achieve nutrition results. The effect of open exchange and transparency among actors, the aim to build lasting local capacity for finance, and the view to innovating beyond traditional funding sources provides a much needed framework and pathway that respond to SUN Countries needs.

Next steps

The SUN Secretariat (SMS), supported by the SUN 3.0 Operationalization Group, will provide the initial coordination role and project management through the incubation phase. An interim finance task team will provide overall guidance and strategic oversight, with decisions taken by the Executive Committee, both current and new when in place. This is to ensure that no time or momentum is lost.

Once the platform moves to steady state, the SMS will continue to provide a facilitation and support role, particularly in ensuring that the platform is accessible to countries and utilised by the relevant SUN Networks. Contingent upon sufficient donor support, relevant external expertise will then be brought in to drive the delivery aspects of the platform. Seed funding for the feasibility assessment, costing, and initial planning for setup will be required, as will a solid partnership engagement and pilot financing framework activities.

Annex 7: Implementation matrix of Ops Group Recommendations

dated 30.9.2021

Recommendation	Progress status	Comments	Proposed attention by:		
			GSS	ExCom	Lead Group
(1) ToR and RoP ExCom	Finalised		-	Endorse and apply new RoP	Approval of ROP
(1) EXCOM transition committee (ETC) selection of candidates for new ExCom	Finalised	Annex 1: Final List of ExCom members,	Support to onboarding of new EXCOM members	Hand-over and onboarding of new members	Support the transition process
(2) Accountability Framework	Advanced draft available	Annex 2: Draft Accountability Framework prepared by TASC	Support the practical application of the Accountability Framework once approved by new ExCom	Review and approval of Accountability Framework asap & participation in mutual (360 degree) accountability	Endorsement and participation in mutual (360 degree) accountability
(3) Definition of success & indicators of SUN 3.0	Ready for finalisation	Annex 3: Near Final Definitions and Indicators prepared by expert group with feedback from current ExCom incorporated	Inclusion of definition of success and indicators in the GSS logframe and GSS workplans	Review and approval of the set of definitions and indicators, oversee and monitor implementation, and application to its own performance	Endorsement and monitor progress and application to its own performance
(4) Data-informed decision making	-	-	Collection and synthesis of data for leadership decisions and support co-creation process	Driving the co-creation process of the MEAL/Knowledge Management system and demand / use of data in decision-making	Promote a data driven culture and knowledge management and monitor progress
(5) Investing in multistakeholder mechanisms (MSPs)	through GSS Logframe	Annex 4: GSS Logframe	Inclusion of recommendation in GSS workplans	Monitor progress, prioritise investment in MSPs, and support MSPs safe spaces for all stakeholders	Prioritise advocacy for well-functioning and inclusive MSPs
(6) Embedding nutrition in national development plans	through GSS Logframe	Annex 4: GSS Logframe	Inclusion of recommendation in GSS workplans and support of broader anchoring of nutrition in government plans & budgets	Oversee implementation and support broader positioning of nutrition beyond the nutrition silo at country level through advocacy	Monitor progress and champion multi-sectoral approach towards nutrition
(7) Response to crises affected states	through GSS Logframe	Annex 4: GSS logframe	Inclusion of recommendation in GSS workplans with more emphasis on FCAS support	Oversee implementation and enhance support to FCAS with faster reaction to emergencies and other disruptive events	Monitor progress and advocate for more engagement of the SUN Movement in FCAS

(8) ExCom oversight of the GSS and annual workplans	through GSS Logframe	Annex 4: GSS Logframe	Submission of workplans to ExCom for review and validation	Review, validate and oversee of implementation of GSS workplans	-
(9) Capacity development and technical assistance (TA)	Through GSS logframe	Annex 4: GSS Logframe	Inclusion of recommendation in GSS workplans and ensure that capacity development responds to country needs, using available tools and supportive documents produced by the Ops Group	Oversee implementation and progress, encouraging self-assessments, peer-to-peer support, regional and global action	Monitor progress and advocate for capacity development support
(10) Prioritise investment and finance at all levels of the Movement	Finalised	Annex 5: Draft TOR for a permanent Task Team on Finance	Support the permanent Task Team on Finance	Endorse the TOR of the permanent Task Team asap and handover establishment of task team to the newly created finance expert seat on ExCom	Support the Finance Task Team as appropriate
(11) Finance Capacity Development Platform	Concept Note available	Annex 6: Concept note for the Capacity Development Platform on Finance	Support the establishment of the Capacity Development Platform on Finance	Support the establishment of the finance capacity development platform with the finance Task Team	Advocate for finance capacity development and provide expertise
(12) Piloting of finance framework	-	-	Support the Task Team on Finance in implementation	Handover to Finance Task Team implementation of this recommendation	Support the Finance Task Team as appropriate
(13) Implementation Report of Ops Group	Submitted	Second Ops Group report "implementation report" delivered to LG	Support ExCom in implementation of all recommendations, using supportive documents, annexes and other documents produced by the Ops Group and ensure that GSS workplans are aligned with the recommendations.	Take over responsibility from the Ops Group and ensure that all recommendations are implemented	Monitor progress on unfinished work