

REPORT TO THE SUN MOVEMENT LEAD GROUP

Submitted by the Operationalisation Group (Ops Group)
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Executive Summary

Scaling Up Nutrition - SUN - is a Movement with a stakeholder base that is growing, thinking, learning, and moving together towards a common vision to create a world free from malnutrition. The SUN Movement Strategy for 2021-2025 (SUN 3.0) aims to support countries in effectively implementing prioritised multisectoral nutrition country-driven actions. In order to facilitate a smooth transition process, the SUN Operationalisation Group (Ops Group) was initiated by the Executive Committee (EXCOM) to address several outstanding issues that were raised during the strategy development process and to guide the roll-out of SUN 3.0. The Ops Group endeavoured to work through four Working Groups, with colleagues across the Movement, particularly country-based colleagues, to carve out ways of working to support country ownership and to accelerate implementation of SUN 3.0.

The Ops Group and the four thematic Working Groups, focussing on country delivery, MEAL and knowledge management, finance, and governance & accountability, met virtually on a regular basis for a period of six weeks. Primary and secondary data were collected for all groups and Working Group members also consulted their own constituencies on specific issues when required or conducted in-depth research on specific topics.

RECOMMENDATIONS

The Ops Group proposes to the Lead Group a set of 13 recommendations that align with the four Strategic Objectives of the SUN 3.0 strategy with the aim to receive guidance from the Lead Group on issues pertaining to the two broad categories of governance & accountability and delivery. The recommendations are structured to address the most pressing issues identified by the Ops Group in order to allow a smooth transition and operationalisation of SUN 3.0.

The recommendations are set forth within the spirit of SUN being a Movement and within the principles as defined in the Strategy and the practices of the Movement. Five complementary underpinning factors of success which are essential to ensure reliable, consistent and results-orientated country-driven work have been identified as: context; country and global governance; mutual accountability; alignment, synergy and harmonisation; and capacity development. These elements determine success at country level and all actors of the Movement have to recognise and work according to these factors.

The following recommendations place countries firmly at the centre of the SUN Movement, in accordance with SUN 3.0, and therefore include concrete proposals regarding the manner by which the SUN Movement is governed, a *modus operandi* for mutual accountabilities, and a pathway for implementation. The recommendations have implications throughout all levels of governance and aim to provide the SUN Movement with the tools and capacity to better deliver on nutrition agendas. It is for this reason that the Lead Group is requested to provide approval of the following actions:

Governance & Accountability

Recommendation 1: Recognizing the need for aligning the SUN governance structures to SUN 3.0 approves the Terms of Reference for the EXCOM as proposed by the Ops Group in Annex 1 and its Rules of Procedures in Annex 2 as an integral part of it. It also requests the EXCOM to 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.

Recommendation 2: The OpsGroup to update and finalize the draft *Unified Accountability Framework* (Annex 5) 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.

Defining Success

Recommendation 3: Agreeing that the definition of success as provided in SUN 3.0 entails different dimensions of the collective effort needed as attached in Annex 3 and simplified in Table 1 and on a set of indicators to measure success (Annex 4).

MEAL and Knowledge Management

Recommendation 4: The EXCOM to report annually on quantitative and qualitative nutrition data relevant to the SUN Movement and drawn from the MEAL system and other sources and define how they are being used to better inform decisions and support countries.

Ensuring Delivery at Country Level

Recommendation 5: The EXCOM to prioritize investment in multi-stakeholder mechanisms in countries and SUN country-based representation 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).

Recommendation 6: The SUN Movement Coordinator, the EXCOM, and the 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.

Recommendation 7: Promoting 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, to ensure that capacity is phased in and out as and when needed during crisis, that nutritional gains are protected, and that recovery starts immediately.

Networks

Recommendation 8: The EXCOM to promote stronger oversight of and coordination of the Global Support System and review each year the harmonized annual GSS workplans, emanating from the mandate(s) of the GSS within SUN 3.0, and to create mechanisms for national stakeholders to review and validate global network secretariat workplans and ensure that country needs are appropriately supported vis these workplans.

Capacity Development and Technical Assistance

Recommendation 9: The EXCOM, together with GSS and the SUN Countries, to establish a technical assistance and a capacity development framework, including a risk self-assessment, building on existing tools, to better assist and respond to SUN Countries' needs and requests, particularly in FCAS.

Understanding and Prioritising Financing Issues

Recommendation 10: 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. The Lead Group to agree that the highest levels of the SUN Movement are held accountable by Movement members for overall finance and investment outcomes.

Recommendation 11: Deciding from three proposed options to facilitate an effective, transparent, and dedicated finance capacity development platform, with dedicated finance training, 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.

Recommendation 12: Endorsing the proposed staged framework 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.

GENERAL:

Recommendation 13: 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 September 2021 meeting.

Acronyms

CSN	Civil Society Network
EXCOM	Executive Committee
FCAS	Fragile and Crisis-Affected States
FP	Focal Point
GNR	Global Nutrition Report
GSS	Global Support Structures
JAA	Joint Annual Assessment
KM	Knowledge Management
MEAL	Monitoring, Evaluation, Accountability and Learning
MSP	Multi-stakeholder Platform
NDP	National Development Plan
NNP	National Nutrition Plan
ODA	Overseas Development Assistance
Ops Group	Operationalisation Group
SBN	SUN Business Network
SD	Supportive Document
SDN	SUN Donor Network
SMART	Specific, Measurable, Actionable, Relevant and Timebound
SMS	SUN Movement Secretariat
SUN	Scaling Up Nutrition
TOR	Terms of Reference
UN	United Nations
UNN	United Nations Network
WG	Working Group
WHO	World Health Organization

Introduction

Scaling Up Nutrition - SUN - is a Movement. Its force and uniqueness lie with its members, comprising of countries, donors, civil society organizations, philanthropies, UN organizations, and small-, medium-, and large-sized enterprises. The stakeholder base is growing, thinking, learning, and moving together towards a common vision to create a world free from malnutrition, in all its forms, by 2030. Since 2010, SUN actors and stakeholders together have achieved considerable progress in positioning nutrition on the agenda of governments, at country, regional and global levels, and they unite a wealth of knowledge and expertise.

The SUN Strategy 2021 – 2025 (SUN 3.0) harnesses this knowledge and expertise as well as the lessons that have been and are being learned everyday across the Movement. The strategy aims to support countries in effectively implementing prioritised multisectoral nutrition actions through functioning multi-stakeholder mechanisms, data-informed decisions, adequate, equitable, and sustainable financing, and strengthened capacity at the country level, including accountability of all actors at all levels. Ultimately, the strategy repositions the principles, values, and spirit of the Movement closer to the communities most affected.

Challenges, however, remain. Given the global economic downturn due to the COVID-19 pandemic, with ODA shrinking, nutrition financing is both more crucial and more challenging than ever. Global priorities are currently focused on halting the pandemic, on economic recovery, on climate change, and more. Nutrition is inherently intertwined in all of these issues, but requires a strong, country-led Movement to ensure progress is not lost, that nutrition remains a key health and development priority, and that the WHO Global Nutrition Targets 2025 and the Sustainable Development Goals are achieved.

The SUN Operationalisation Group (Ops Group) was initiated by the Executive Committee (EXCOM) to address several outstanding issues that were raised during the strategy development process and to guide the roll-out of the SUN Movement Strategy for 2021-2025 (SUN 3.0). Four Working Groups were formed to develop a set of recommendations to the Lead Group on

- (1) Country Delivery,
- (2) MEAL, Knowledge Management & Learning,
- (3) Finance, and
- (4) Governance and Accountability.

Scope

The SUN Ops Group, brought together to help advise on and support the transition process from SUN 2.0 to SUN 3.0, endeavoured to work through the four Working Groups, with colleagues across the Movement, particularly country-based colleagues. The scope of the Working Groups covered new ways of working that support the shift to true country ownership of the Movement and help to accelerate implementation of SUN 3.0. Each Working Group situated the scope of its work within the four Strategic Objectives of the SUN 3.0 Strategy. Their specific scopes can be summarized as follows:

WG1 - Country Delivery: how to strengthen the capacity of SUN countries to drive the nutrition agenda through improved nutrition governance, including MSPs, and accountability frameworks; and technical assistance requirements of SUN countries.

WG2 – MEAL and Knowledge Management: define success for SUN 3.0 and how it will be measured; how to capture knowledge and experience of SUN Countries to support peer-to-peer learning; how to build consensus that will enable SUN Countries to advance national nutrition priorities where there is a knowledge gap; and how to strengthen the dissemination and use of data, technical nutrition information and new evidence in decision-making.

WG3 – Finance: ways to support financing of country nutrition plans (nutrition-specific and nutrition-sensitive); how to identify financing and investment opportunities and support country preparedness; how to build a more sustainable financing framework with mechanisms to facilitate engagement between countries and the providers of finance.

WG4 – Governance and Accountability: a fit-for-purpose Terms of Reference for the Executive Committee and best practices for a global governance structure of networks; ways to ensure an effective Accountability Framework.

Methodology

The four thematic Working Groups defined their respective scope of work in a dedicated Terms of Reference. All Working Groups met on a regular weekly basis for up to two hours per meeting. Dedicated sessions with the chairs were also held at least once per week. All meetings took place virtually, were led by their respective chairs and supported by consultants of HumanImpact5 – Hi5. Primary and secondary data were collected for all groups and Working Group members also consulted their own constituencies on specific issues when required or conducted in-depth research on specific topics. Sessions were focused on issues identified, with a view to addressing how to implement SUN 3.0 effectively in a country-led and country-driven manner. Documentation was shared prior to meetings to serve as a basis for the work undertaken, and minutes of each meeting were approved by the working group members and shared on the SUN SharePoint System. The WG on Governance and Accountability has given a particular focus on a balanced approach outlined in Supportive Document (SD) 3. Regular Core Ops Group meetings and full Ops Group meeting took place in order to ensure information sharing, alignment on ways forward and cross-cutting issues were addressed. A specific meeting for all Working Group chairs also took place to achieve this aim.

The Ops Group faced three main limitations: first, the compressed timeframe to produce meaningful recommendations for the SUN Movement; second, even though efficiently organised, the members of the different WGs could not be present at all meetings; and third, due to the fast pace of the work, limited time was available to review outputs between the various meetings and therefore, not all deliverables could go through a thorough consultation process beyond the Ops Group. This will be mitigated through specific briefing with the EXCOM SUN Government Focal Points and an outreach to all networks and members to provide feedback in writing or through specifically organised regional information sessions in English, French and Spanish¹. Furthermore, the Ops Group is aware that many issues are cross-cutting and require further work.

Key Challenges: moving from 2.0 to 3.0

The complexity of nutrition requires multi-sectoral, multi-stakeholder action at sub-national, national, regional and global levels. One strength and challenge of the SUN Movement is its diversity

¹ Exact process to be confirmed.

that, on the one hand, allows it to address nutrition holistically from different stakeholder perspectives and, on the other hand, requires a flexible approach towards its stakeholders if the spirit of a Movement is to be maintained. The network structure is a unique feature of the SUN Movement, giving a voice to the different constituencies within the governance of the Movement. The challenge in the implementation of SUN 3.0 is the need to reduce the silos between the networks, to improve coordination amidst the different interests of the SUN members and to build sustainable synergies. This links to a challenge that revolves around the need for championing mutual accountability at all levels of the SUN Movement, including its management and leadership. Informed and transparent decision-making, based on available data and the realities in countries, in particular in fragile and conflict-affected countries (FCAS), is tightly linked to accountability and governance.

At the country level, a fundamental issue is lack of prioritization of nutrition in national development plans, requiring greater advocacy from within countries themselves but catalysed and supported by high-level advocacy from the SUN Movement. Coordinated and pro-active risk-informed support to fragile and conflict affected states (FCAS) and countries affected by disruptive events is lacking and requires greater attention. Coordination, stimulation, and targeted capacity development, addressing country needs in finance and investment, MEAL and knowledge management, and on technical assistance is missing.

Finally, the frequently changing nutrition focal points within governments, changing staff of UN-agencies and INGOs, and high turn-over within the SUN support structures, have been identified as one of the biggest challenges for the SUN Movement to act, think, and grow together. In some countries the multi-stakeholder mechanisms, i.e. platforms, are not well established and/or not all nutrition relevant stakeholders are participating. Even though many good entry points for joint planning and joint action exist, the full potential has yet to be used. SUN 3.0 provides the space for this and can make it happen through its convening power.

Recommendations for SUN 3.0

The Ops Group proposes to the Lead Group a set of 13 recommendations that align with the four Strategic Objectives of the SUN 3.0 with the aim to receive guidance from the Lead Group on issues pertaining to the two broad categories of governance & accountability and delivery as outlined in the Terms of Reference of the Ops Group (SD 1). This section is therefore structured accordingly addressing the most pressing issues identified by the Ops Group that need guidance from the Lead Group in order to allow a smooth transition and operationalisation of SUN 3.0.

The recommendations are set forth within the spirit of SUN being a Movement and within the principles as defined in the Strategy and the practices of the Movement. Complementary to these parameters, the Ops Group would like to highlight five factors of success which are essential to ensure reliable, consistent and results-orientated country-driven work: context; country and global governance; mutual accountability; alignment, synergy and harmonisation; capacity development (see Graphic 1 and SD 4). These elements determine success at country level. All actors of the Movement have to recognise and work according to these factors.

Graph 1:



Governance

The SUN 3.0 strategic focus on countries has major implications for the governance of the SUN Movement. It requires that governance structures across all levels of the SUN Movement are critically reviewed to be able to effectively and efficiently respond to the aspirations and expectations formulated in SUN 3.0. This resulted into the revision of the current Terms of Reference for the Executive Committee and the need to align other governance structures accordingly.

Recommendation 1: The Lead Group in recognizing the need for aligning the SUN governance structures to SUN 3.0 approves the Terms of Reference for the EXCOM as proposed by the Ops Group in Annex 1 and its Rules of Procedures in Annex 2 as an integral part of it. It also requests the EXCOM to 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.

The Accountability Framework

SUN 3.0 stresses the importance of a mutual accountability framework that reinforces good governance and fosters transparency at all levels. SUN countries already are held accountable at the country level through their participation in the UN system, through their relationship with financing partners and donors, through the Joint Annual Assessment (JAA) process, and through their populations and civil society. Without putting further burden on countries, the need for accountability should be extended to all levels of governance across all constituencies.

Recommendation 2: The Lead Group to request the OpsGroup to update and finalize the draft *Unified Accountability Framework* (Annex 5) 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 Way Forward: The Ops Group to further refine the draft of the *Unified Accountability Framework* (Annex 5) within the period of its mandate, taking into consideration that global structures are accountable for providing advice, guidance and coordinating support when required to help drive national level action, especially in fragile and conflict-affected countries (FCAS).

Defining and Measuring Success

SUN 3.0 outlines that “SUN will be judged a success if the Movement can demonstrate how its collective efforts clearly contribute to accelerating the improvement of nutrition outcomes and systemic change at the national and subnational levels.” (SUN Strategy 2021 – 2025: 41). These efforts are closely linked to the need for data-informed decision-making, consist of different dimensions that are aligned with the four Strategic Objectives and can be measured through a set of core indicators.

In order to be able to measure success, inform decision-making, and ensure accountability within the SUN Movement, process, outcome, and output indicators, both of qualitative and quantitative nature, need to be defined. The existing 79 MEAL indicators allow a flexible selection of indicators according to the country context and country needs.

Recommendation 3: The Lead Group to agree that the definition of success as provided in SUN 3.0 entails different dimensions of the collective effort needed as attached in Annex 3 and simplified in Table 1 and on a set of indicators to measure success (Annex 4).

The Way Forward #1: The EXCOM to oversee the validation and finetuning of the proposed dimensions of success and indicators carried out by the Ops Group through regional consultations within the next four months in order to render them specific, measurable, actionable, relevant and time bound or time sensitive (SMART). The consultations will result in manageable, and comparable indicators and will also serve the purpose of further outlining *how* success can be achieved across all levels of governance.

Table 1:

Deeply embedding a multistakeholder & multisectoral way of working in support of countries						
SO 1 Acceleration towards nutrition outcomes						
Achieving sustainability of SUN activities at all levels with nutrition high on the (political) agendas of countries & country priorities guiding the engagement of the SUN Movement						
IMPACT Success is to show the impact of the SUN Movement and the change it triggers within a larger ecosystem.	FINANCING Success is when national priorities are financed through diversified financing sources.	ADVOCACY AND PARTNERSHIPS Success is to harness new partnerships, collaboration and championing role from outside the nutrition sector.	NETWORKS Success is when the SUN Networks are well integrated and cross-network activities take place, leading to more cohesive and effective approaches for countries and removing silos between networks.	KNOWLEDGE SHARING Success is when best practices and lessons learnt bear fruit and evidence is used to inform decision-making at all levels;	CAPACITY DEVELOPMENT Success means that capacities in countries are enhanced	GOVERNANCE Success is good governance practices, characterised by inclusion, transparency, accountability, & collaboration, at all levels.
SO 1		SO 2		SO 3		SO 4

The MEAL System & Knowledge Management (KM)

The primary role of the MEAL system and KM is to support SUN countries through enabling timely, evidence-informed decision-making at all levels of the SUN Movement in a way that opens-up the

space for further action. It contributes to better governance; in particular it fosters transparency and accountability. Through the gathering, processing and dissemination of data, information and best practices, the MEAL system and KM helps to track and measure change and to enable learning, peer exchanges, and feedback loops. In order to do this effectively, the Ops Group recommendations are aimed at streamlining and strengthening the current system and inculcating a data-driven culture and improving data literacy to expand the use of the MEAL system and KM across the Movement.

Recommendation 4: The Lead Group to request the EXCOM to report annually on quantitative and qualitative nutrition data relevant to the SUN Movement and drawn from the MEAL system and other sources and define how they are being used to better inform decisions and support countries.

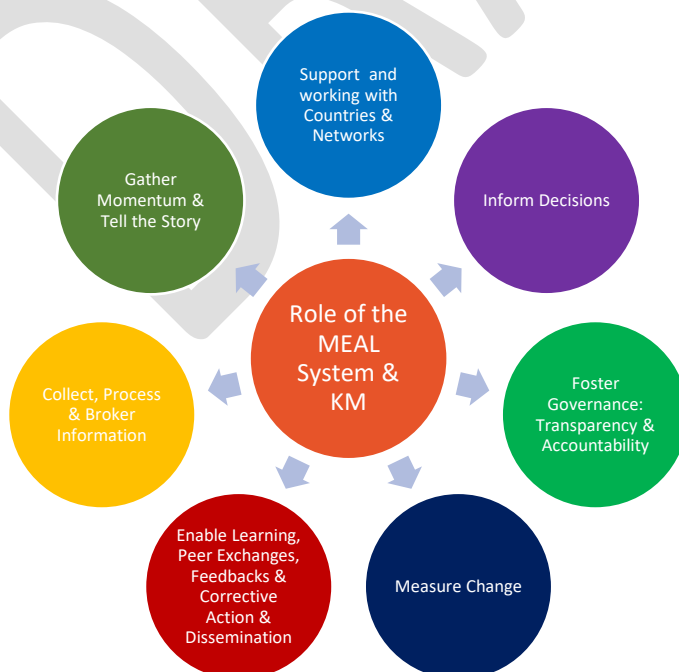
In order to achieve the implementation of recommendation 4, the following pathways are proposed:

The Way Forward #1: In order for the EXCOM to report annually on SUN relevant nutrition data, including risk data, the SMS, the SUN Movement Coordinator, the GSS, national MSPs, and the EXCOM itself have to invest in, maintain, strengthen, and use the MEAL system and KM. Some of the ways this can be achieved include

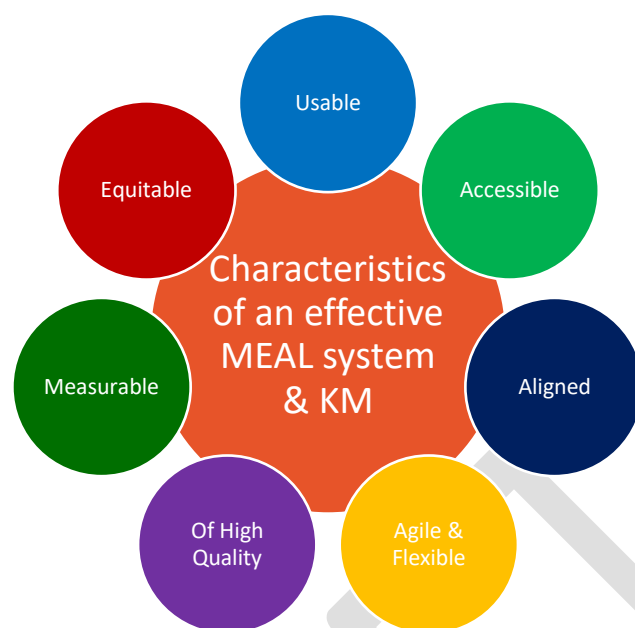
- Identifying and filling nutrition and data literacy gaps and capacity needs at all levels
- Better brokering of knowledge and data needs through the GSS
- Building capacity to nurture & use the MEAL system and KM at all levels, including through annual peer-to-peer learning exchanges
- Reviewing qualitative and quantitative data at all levels, including by the SUN Movement Coordinator and the EXCOM, on a regular basis to support decision making, course-correction, and accountability.

The Way Forward #2: To enable this shift to a data culture, SUN governance and stakeholders at all levels should recognise the multi-faceted role of the MEAL system and KM and its key characteristics, as illustrated in Graphic 1 and Graphic 2, respectively.

Graphic 1:



Graphic 2:



The Way Forward #3: Building on the role and the characteristics of the MEAL system and KM, the GSS should hold regional consultations to co-create with the SUN members an updated MEAL system that builds on the existing system and other initiatives, such as the CSN SUN Labs.

- This co-creation process should take place over a period of three to five months and aims to build Movement-wide ownership of the MEAL System and KM. It will help to build a community of MEAL and KM practitioners that should strengthen MEAL and KM capacities and feed into the system at different levels. It should also result in a MEAL system and KM that is achievable and relevant, considering recommendations from [other processes](#), and is not duplicating other data collection processes.
- It will also take into consideration that the SUN Movement must be better risk informed and strengthen the humanitarian and development nexus in supporting fragile and conflict affected countries and countries that are affected by sudden events, such as natural disasters or abrupt political changes, and slow onset events, such as pandemics and climate change. This will ensure that risk data is included in the updated MEAL system.

The Way Forward #4: In order to support the translation of knowledge and learning at the country level, expand the existing MEAL Advisory Group to include KM in its mandate and to include experts from SUN countries and academia.

The Way Forward #5: The MEAL/KM Advisory Group should explore the feasibility of working with partners to develop a one-stop-shop dashboard of nutrition data for use by SUN countries and the GSS. This could build on the existing MEAL indicators and the GNR country profiles and would include new information as developed through the process in the Ops Group WG on MEAL and Knowledge Management, keeping in mind that data should be freely and widely accessible.

The Way Forward #6: In order to take the first steps to develop a Risk Framework, the MEAL / KM Advisory Group, together with the GSS, will further consult with SUN Countries in view of developing a Risk Assessment Framework.

Ensuring delivery at the country level

The central element of SUN 3.0 is a country-led and country-driven approach in action. Country leadership and priorities are at the core of implementing SUN 3.0 and the four strategic objectives encapsulate this. An alignment is therefore necessary at all levels. At country level, the main hub for alignment is the SUN Government Focal Point / Country Coordinator and the SUN country teams. SUN 3.0 encourages flexibility for the countries to determine the appropriate structure to ensure multi-stakeholder collaboration, yet, a solid multi-stakeholder mechanism, including multi-stakeholder platform (MSP), which is responsible for coordination, resource mobilisation, technical support, learning, attention, and care, is necessary. This can only be achieved if continuity is ensured at country level and if the country teams (SUN Government Focal Point / Country Coordinator) and multi-stakeholder mechanisms are truly inclusive ‘safe spaces’ where participants can openly discuss nutrition issues without organisational positioning.

Recommendation 5: The Lead Group to request the EXCOM to prioritize investment in multi-stakeholder mechanisms in countries and SUN country-based representation 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 Way Forward #1: In order to achieve this at global level, the Lead Group is encouraged to consider SUN Country representation in their membership and the EXCOM to ensure implementation of the Terms of Reference as proposed by the Ops Group.

The Way Forward #2: In order to achieve this at country level, the EXCOM and the GSS should empower, reinforce, and invest in the role of the SUN Government Focal Point /Country Coordinator, through their workplans and actions.

The Way Forward #3: The EXCOM and the GSS should continue supporting all efforts by SUN Countries, including to pro-actively respond to their needs, to “institutionalise” nutrition at the highest possible level of government, including through a dedicated nutrition government focal point/country coordinator, in line with the countries own commitments when joining the SUN movement.

The Way Forward #4: The GSS, through its country membership, together with the MEAL advisory group by updating the MQSUN toolkit on the creation and maintenance of good practices for ‘safe spaces for nutrition’, including monitoring criteria. This should aim at improving the functioning of the multi-stakeholder mechanisms, including MSPs.

The Way Forward #5: The GSS, together with the country coordination and multi-stakeholder networks/platforms/teams and the MEAL Advisory Group, as appropriate, to establish a monitoring and onboarding mechanism and training to ensure that SUN Government Focal Points / country coordinators and SUN Country EXCOM members receive the appropriate support to efficiently and effectively carry out their respective mandates.

Recommendation 6: The Lead Group to request the SUN Movement Coordinator, the EXCOM, and the GSS to should continue 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 Way Forward: SUN country teams and the GSS develop a country-level advocacy framework and plan of action as part of their workplan and facilitate country consultations to support the integration of nutrition in National Development Plans and other foundational documents.

Recommendation 7: Lead Group to 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, to ensure that capacity is phased in and out as and when needed during crisis, that nutritional gains are protected, and that recovery starts immediately.

Networks

Networks are important actors across the SUN Movement. Their governance is important to be able to deliver at country level and therefore, the role of countries need to be strengthened and networks structures be better integrated and work better together at country, regional and global levels. Networks can facilitate impact at country level, while recognizing the nature of the SUN Movement as a global, social movement and the differences across each national context.

Recommendation 8: The Lead Group to request the EXCOM to promote stronger oversight of and coordination of the Global Support System and review each year the harmonized annual GSS workplans, emanating from the mandate(s) of the GSS within SUN 3.0, and to create mechanisms for national stakeholders to review and validate global network secretariat workplans and ensure that country needs are appropriately supported vis these workplans.

Capacity Development and Technical Assistance

Countries are the drivers for action and thus, are essential to successfully implement SUN 3.0. Therefore, capacity development and technical assistance are fundamental ingredients and a consistent approach to assess capacities and need at country level is needed. SUN Pooled Fund as a source of funding for capacity development strategies is a tool to help support SUN Countries in this endeavour.

Recommendation 9: The Lead Group to request the EXCOM, together with GSS and the SUN Countries, to establish a technical assistance and a capacity development framework, including a risk self-assessment, building on existing tools, to better assist and respond to SUN Countries' needs and requests, particularly in FCAS.

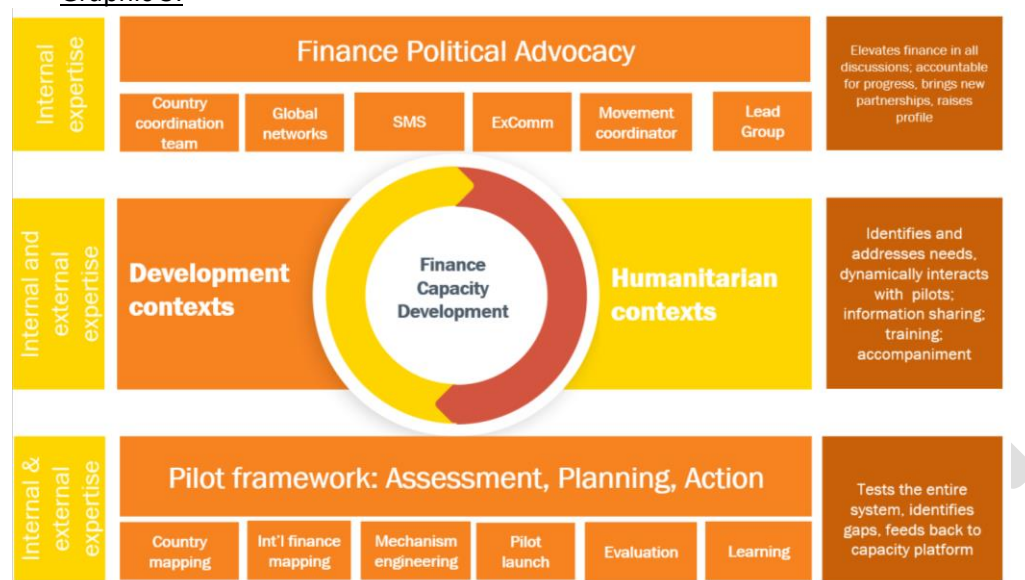
The Way Forward: GSS supports countries to identify the key capacity building and technical assistance needs and gaps, and is accountable to countries for this. GSS develops, with countries, capacity development and technical assistance strategies, and conducts milestone-based progress reviews (see suggested process in the full Country Delivery WG Report).

Understanding and prioritizing financing issues

Financing for nutrition is a top priority in SUN 3.0. Given the global economic downturn occasioned by the COVID-19 pandemic, with ODA shrinking, nutrition financing is both more crucial and more challenging than ever. Even before the onslaught of COVID-19, it was clear that 'business as usual' will no longer suffice for nutrition financing. Greater expertise and capacity will be needed for countries to apprehend the finance landscape and unlock opportunities to increase, pool, and blend nutrition-specific and nutrition-sensitive financing and investment. Building on the immense work

undertaken to date, the Ops Group recommendations for finance are based on a concrete framework for action, with three distinct and interdependent levels: political advocacy and leadership at all levels of SUN; capacity development driven by country needs for finance and investment for nutrition; and a pilot framework for assessing, mapping and taking action to access increased finance and investment.

Graphic 3:



Recommendation 10: 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. The Lead Group to agree that the highest levels of the SUN Movement are held accountable by Movement members for overall finance and investment outcomes.

The Way Forward # 1: Lead Group, ExCom, and the SUN Movement Coordinator are accountable for and have a mandate to champion nutrition finance with countries at senior level through measurable indicators (e.g. engagement with finance ministers, high-level meetings).

The Way Forward # 2: A focused 'finance task team' at the EXCOM level (see Governance and Accountability WG Report) to provide a locus for finance discussions and bring in required expertise.

The Way Forward # 3: Together with the SUN Donor and Business Networks, the Lead Group, ExCom, and SUN Coordinator develop an engagement strategy and action plan to target countries and generate the highest level of political momentum and commitment for nutrition.

The Way Forward # 4: Specific high-level donor and investor engagement both by and through the SDN and SBN target increased nutrition-sensitive financing and investment.

The Way Forward # 5: Review the current or new structural setup from a finance and investment perspective at all levels of the Movement to identify gaps and conduct a stocktake of existing expertise within the Movement.

Recommendation 11: The Lead Group to decide from three options to facilitate an effective, transparent, and dedicated finance capacity development platform, with dedicated finance training, 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 Way Forward # 1: Without adding to SMS structure, build a finance capacity development platform, which comprises an agile, low-cost, dedicated virtual resource centre with training offered, based on identified and prioritized needs; direct country-level capacity development with complementary aid; and a facilitation and coordination mechanism to effectively bring together countries and finance providers.

The Way Forward # 2: Options for set up: 1) build from existing internal resources – map resources, seek secondments, use of SUN Pooled Fund; risk of lengthy process with potential of insufficiencies requiring further work; 2) build from internal resources and bring in external expertise to kickstart the platform, allowing possible tapering of investment over time; relatively low risk and potential for donors to support; 3) outsource entirely through RFP and house in a separate entity funded through discrete donor sources or pay for service; high risk of lengthy process and unknown donor appetite.

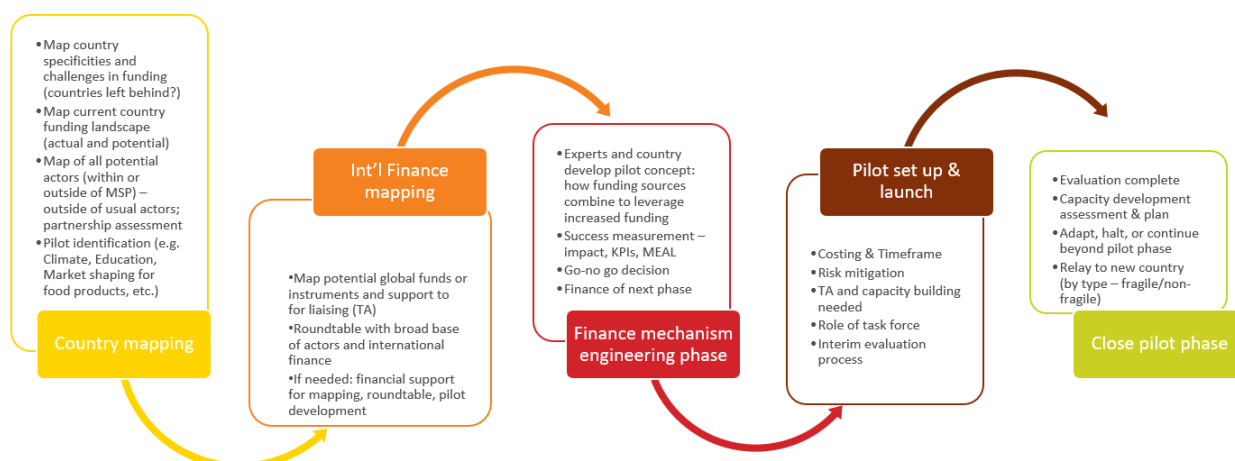
Recommendation 12: The Lead Group to endorse the following staged framework to be piloted in a group of countries that aims to provide best practices and models for other countries and create a virtuous cycle of finance in countries by allowing for: better use of existing finance, leveraging additional 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 Way Forward # 1: Finance WG (pending Lead Group decision on Recommendation 13) to further elaborate the phased approach for country pilots (see graphic 4); develop criteria for selection of pilot countries; and ensure linkages with the finance capacity development platform (see above).

The Way Forward # 2: Finance WG (pending Lead Group decision on Recommendation 13) to propose an implementation plan for the framework to the ExCom.

The Way Forward # 3: External review of SUN Pooled Fund, including all stakeholders, with a view to this recommendation and the above recommendation, with the main aim of leveraging additional finance and building country capacity to do so.

Graphic 4:



Conclusions

The Ops Group thanks the Lead Group the trust and confidence provided and recognises that considerable progress in resolving the most pressing outstanding issues was made but is conscious that some concrete outputs will benefit from further consultations.

Recommendation 13: The Lead Group to request 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 September 2021 meeting.

Annexes for decision-making

Annex 1: Draft Terms of Reference for the SUN Movement EXCOM

Annex 2: Draft Rules of Procedures EXCOM

Annex 3: Draft: How Does the SUN Movement Define Success?

Annex 4: Draft List of SUN-Relevant Core Indicators

Annex 5: Draft Simplified Accountability Framework

DRAFT

Annex 1: Draft Terms of Reference for the SUN Movement EXCOM as proposed by the OpsGroup – 20 May 2021

Preamble

SUN 3.0 recognises the central role of the ExCom in the global governance of the SUN Movement to address all forms of malnutrition by bringing stakeholders together; by promoting country leadership; and aligning the resources of all Movement stakeholders behind country priorities.

These Terms of Reference have been developed as part of the work of the informal Operations Group and approved by the Lead Group during its session on 24th June 2021. They shall be applied together with the Rules of Procedures. The Terms of Reference enter into force on 1 October 2021. Substantive or strategic changes to the Terms of References and to the Rules of Procedure require the approval of the Lead Group.

1. Purpose of the Executive Committee:

- 1.1. To represent the structures and membership of the SUN Movement and to create an inclusive, trusting and safe space where all constituencies of the SUN Movement work together in an accountable way to address malnutrition in all its forms;
- 1.2. To act on behalf of the Lead Group to oversee the development and implementation of the Movement's strategy and its operating modalities;
- 1.3. To ensure that the SUN Movement is rooted in country structures, responsive to country needs and supported by a global system that is equally country-focused, special attention shall be paid to fragile and crisis-affected countries;
- 1.4. To value the contribution of all stakeholders to address all forms of malnutrition and to promote nutrition and food security as a shared responsibility of all stakeholders.
- 1.5. To stimulate safe, inclusive and ethical behaviour based on the Principles of Engagement within the SUN Movement and in relations with all stakeholders.

2. Roles and responsibilities:

On behalf of the membership of the SUN Movement, the Executive Committee:

- 2.1. Carries out its oversight and support functions in an impartial manner and towards the benefit of the Movement's goals and guided by the Movements strategic framework
- 2.2. Oversees efforts to align support for all SUN countries and the Global Support System (GSS) to achieve results by ensuring that:
 - a) Appropriate mechanisms are in place to track the impact and implementation of the strategy;
 - b) The work of the GSS is aligned with the Movement's strategic objectives and the SUN support system is actively supported in fundraising;

- c) The providers of assistance to communities are organised in ways that enable support that is timely and predictable, efficient and effective, relevant and prioritised;
- d) Country coordination and national multi-stakeholder networks/platforms/teams, are supported and equipped to finance country nutrition priorities and drive needs-based, context-appropriate, and evidence-based nutrition impact, at scale;
- e) Regular assessments of capacities and risks of multi-stakeholder platforms/country coordination teams are carried out and the provision of capacity development and technical assistance are facilitated;
- f) Review of SUN-relevant nutrition data and core indicators based on regular monitoring, evaluation, knowledge sharing, learning, and invigorate peer-to-peer and regional support.

2.3. Develops its expected deliverables, for approval by the Lead Group

2.4. Provides guidance to the Coordinator to address all forms of malnutrition

2.5. Approves the workplans and budgets of the Global Support System

3. Executive Committee Members profile:

- 3.1. Members should be aligned to the aims of the SUN Movement, its values, ethical framework and principles;
- 3.2. Membership will reflect, but not represent, origin, gender, and diversity of the Movement, and its organizations and networks of the Movement.
- 3.3. Members should be senior persons within their own organisations and represent their country, Network or constituency, *for the good of the Movement*

4. Composition and Size:

4.1. The Committee consists of a maximum of 18 members who represent the different constituencies of the SUN Movement, plus two ex-officio members and observers.

4.2. The members of the Executive Committee have voting rights and the allocation of seats are as follows:

- SUN Countries: 8 seats (6 SUN Government Focal Points, each nominated to represent one of the 6 regions of the SUN Movement, 2 seats representing national or regional stakeholders)
- Networks: 4 seats (1 seat SDN, 1 seat SBN, 1 seat UNN, 1 seat CSN)
- Co-Chairs: 2 seats (1 SUN country, 1 from among any other seat in the EXCOM membership)
- Youth: 1 seat
- Specialized experts: 3 seats (1 humanitarian expert, 1 MEAL-analytics expert, 1 Finance expert, or as appropriate to country needs)

4.3. Members serve on a voluntary basis for the good of the Movement, representing the SUN Country, network, organization, or specialised expert group rather than serving in a personal capacity. Members will be selected in an inclusive and transparent manner by members of each Network or constituency with an agreed process for representation and coordination within each Network or constituency, in accordance with the Rules of Procedures. The Lead Group shall confirm the membership of the Executive Committee.

4.4. The SUN Coordinator and the UNOPS as hosting organization are both non-voting ex-officio members of the Executive Committee with a standing invitation to participate in the sessions of the EXCOM.

4.5. Observers may participate in the meetings upon invitation without voting rights. The Director or the designated representative of the SUN Secretariat serves as Secretary of the Executive Committee and as such has a standing, non-voting, invitation to the ExCom.

4.6. Each member of the Executive Committee must nominate one alternate to replace them in case of absence as set out in section 8 of the Rules of Procedure. This is non-transferrable without express agreement of the Executive Committee.

4.7. The Executive Committee can appoint working groups or ad-hoc task forces as deemed appropriate upon receipt of a written proposal for a temporary period of time to examine specific issues, with the exception of a permanent task team on Finance.

5. Ways of working:

The members of the ExCom will work together as a team with global reach, in a trusting and transparent manner. Collaboration and behaviour will follow the values and principles of the SUN Movement. The ExCom should be considered a safe space for open dialogue and shared responsibility. All ExCom members shall consider cross-cutting issues in their deliberations, in particular applying a gender lens.

The conduct of work of the ExCom is described in the Rules of Procedures.

6. Reporting and Accountability:

6.1. The ExCom reports to the Lead Group. The Co-Chairs of the Executive Committee will be non-voting *ex-officio* members of the Lead Group. In case of conflict, the Lead Group is the overriding authority in decision-making.

6.2. The ExCom shall work within the parameters of a 360-degree accountability framework that is further described in the Rules of Procedures.

6.2. The ExCom oversees the delivery of the annual SUN Movement progress reports and provides an account to SUN Countries of the support they provided to SUN Government Focal Points in achieving the national nutrition goals.

6.3. The ExCom has no legal status or binding obligations, and its members have no legal or fiduciary responsibility for the Movement

Annex 2: Draft Rules of Procedures EXCOM

Updated 20 May 2021

I. SCOPE

Rule 1

These rules of procedures shall apply to any session of the Executive Committee of the SUN Movement in accordance with the Terms of Reference of the Executive Committee. They enter into force on 1 October 2021² and supersede previous similar documents.

II. DEFINITIONS

Rule 2

1. “Terms of Reference” means the Terms of Reference of the Executive Committee, adopted by the Lead Group on 24th June 2021.
2. “Co-Chairs” means the Co-Chairs of the Executive Committee elected in accordance with Section IX. of these Rules of Procedures.
3. “Members” means members of the Executive Committee nominated in accordance with the Terms of Reference and as specified in Section V. of these Rules of Procedures.
4. “Ex-officio member” means ex-officio members in accordance with the Terms of Reference.
5. “Alternates” means alternates to members of the Executive Committee designated by the respective members of the Executive Committee in accordance with the Terms of Reference and as specified in Section V)II. of these Rules of Procedures.
6. “Secretariat” means the secretariat to the Executive Committee designated in accordance with the Terms of Reference and as specified in Section XI of these Rules of Procedures
7. “SMS” means the SUN Movement Secretariat.
8. “GSS” means Global Support System consisting of the four Global Networks and the SMS.

III. PLACE OF SESSIONS

Rule 3

The sessions of the Executive Committee shall take place virtually and annually, unless the Executive Committee decides otherwise, and other appropriate arrangements are made by the Secretariat in consultation with the Executive Committee.

IV. DATES OF SESSIONS

² The Terms of Reference and Rules of Procedures will be considered for the selection of the ExCom members before 1 October 2021 to ensure that the refreshed ExCom can then start working along these TOR and Rules of Procedures on the given date.

Rule 4

1. Sessions shall be held four times per year and once in person, if possible, linked to a SUN event, unless the Executive Committee decides otherwise.
2. The Executive Committee shall decide on the date and duration of the sessions on an annual basis by end of each calendar year for the following year.
3. The Executive Committee should endeavour to hold the sessions at times which would make the attendance of a significant number of members possible.
4. Extraordinary sessions of the Executive Committee shall be held at such times as may be deemed necessary by the Executive Committee, or at written request of any member sent to the Co-Chairs of the Executive Committee.

Rule 5

The Secretariat shall notify all members of the dates and venue of session / login details of a session at least 14 days before the session is held.

V. MEMBERS

Rule 6

1. The composition of the Executive Committee is specified in the Terms of Reference of the Executive Committee. Members have voting rights, serve on a voluntary basis for the good of the Movement, and represent a SUN Country or region, network, organization, diversity, or specialised expert group in accordance with the Terms of Reference.
2. The Co-Chairs of the Executive Committee will inform the networks or constituency of any vacancy in the membership of the Executive Committee and will request the networks or constituency to nominate one representative and one alternate to the Executive Committee in accordance to Section XV. of these Rules of Procedures.
3. The SUN Country representation consists of six seats allocated to SUN Government Focal Points, each nominated to represent one of the six regions of the SUN Movement³, and two seats allocated to national stakeholders. They will be supported in the execution of their role by the regional representation of the GSS and the SMS as appropriate.
4. Each member of the Executive Committee shall establish a written process for systematically receiving input to the sessions of the Executive Committee from its network or constituency and for systematically sharing information and decisions by the Executive Committee to its network or constituency.

VI. EX-OFFICIO MEMBERS

Rule 6

³ The regions to be defined by the SUN Movement

1. UNOPS as hosting organization is an ex-officio member of the Executive Committee and must be represented at all sessions of the Executive Committee without the right to vote in the proceedings of any session.
2. The SUN Movement Coordinator is an ex-officio member of the Executive Committee with a standing invitation to participate in the sessions of the Executive Committee without the right to vote in the proceedings of any session.
3. The Executive Committee may hold closed sessions with members and UNOPS as hosting organization if deemed necessary and decided by the Co-chairs or requested by members of the ExCom and agreed by a simple majority.

VII. OBSERVERS

Rule 7

1. Representatives of the SUN Secretariat, alternates to members of the Executive Committee, network facilitators, experts or other persons deemed necessary for the proceedings of the meeting shall be invited by the Co-Chairs to be represented at sessions of the Executive Committee as observers.
2. Such observers may submit a request to the Executive Committee to receive a standing invitation to participate without the right to vote in the proceedings of any session, unless at least one third of the members present at the session object.
3. The Director of the SUN Secretariat has a standing invitation to attend all sessions of the Executive Committee as a non-voting observer
4. The Secretariat shall notify all observers of the agenda, the dates and venue of session / login details of a session at least 14 days before the session is held.

VIII. ALTERNATES

Rule 8

1. An alternate may act as a member of a particular constituency or country upon designation by the respective member of the Executive Committee or upon resignation of a member of an Executive Committee.

Rule 9

The nomination of the alternate is non-transferrable without expressed agreement of the Executive Committee. In case of absence of a member of the Executive Committee, the member shall inform the Secretariat that the alternate will attend and, if necessary, vote on the member's behalf.

Rule 10

The Secretariat shall submit the name of the alternate to the Executive Committee.

Rule 11

Alternates shall be entitled to participate provisionally in the session, pending a decision by the Executive Committee to accept their participation.

IX. CO-CHAIRS

Rule 12

1. Two Co-Chairs shall be elected for one 2-year term from among the Executive Committee in accordance with the Terms of Reference and these Rules of Procedures, and consequently, proposed to the Lead Group for approval.
2. Both Co-Chairs shall be elected by secret ballot from among the membership of the Executive Committee: one Co-Chair from among the SUN Country Representatives serving on the Executive Committee and one Co-Chair from among any other seat in the Executive Committee membership.
3. If in the first ballot, no candidate obtains a simple majority of the votes cast by the members present and voting, a second ballot restricted to the two candidates obtaining the largest number of votes shall be taken. If in the second ballot the votes are equally divided, the Co-Chair presiding the session shall decide between the candidates by drawing lots.
4. The Co-Chairs referred to in paragraph 1 above, shall be elected until their successors are elected at the next ordinary session and shall serve in that capacity at any intervening sessions. No Co-Chair may serve in that capacity for more than one term of two years and regional representation of country Co-Chairs and network representation of network Co-Chairs will be rotational.

Rule 13

1. The Co-Chairs shall participate in the sessions in their capacity as Co-Chairs and shall not have voting rights in order to maintain their independence. The designated alternates of the Co-Chairs shall be entitled to act as members of the Executive Committee and exercise the right to vote in their capacity as representative of a country, network or constituency.
2. In addition to exercising the powers conferred upon the Co-Chairs elsewhere by these Rules, the Co-Chairs carry the following responsibilities: they shall declare the opening and closing of the session, preside at the meetings of the sessions, ensure the observance of the rules, put questions to a vote and announce decisions. The Co-Chairs shall rule on points of order, and subject to these rules, shall have control of the proceedings and over the maintenance of order thereat.
3. The Co-Chairs, in the exercise of their function, remain under the control of the Executive Committee. The Rules of Procedures are applicable to them in an equal way, in particular Rule 33.
4. The Co-Chairs shall jointly co-chair the sessions and shall agree among themselves any division of labour. They shall establish a dialogue with the SUN Movement Coordinator prior to each session as appropriate.

Rule 14

If one Co-Chair is absent from a session or any part thereof, the other Co-Chair shall chair the session or the remainder of that session alone.

X. WORKING GROUPS OR AD-HOC TASK FORCES

Rule 15

1. These rules shall apply *mutatis mutandis* to the proceedings of the working groups or ad-hoc task forces.
2. The Executive Committee may establish upon receipt of a written proposal, in accordance with the Terms of Reference, such working groups or ad-hoc task forces for the good of the SUN Movement with a specific goal of enhancing support or required response to SUN Countries' needs and after due consideration of its necessity within the Executive Committee.
3. Any member of the Executive Committee shall be able to submit a proposal to establish a Working Group or Ad-hoc task force to the Executive Committee for its consideration and decision making.
4. The Executive Committee shall decide on the duration of such working groups or ad-hoc task forces.
5. Unless the Executive Committee decides otherwise, a member of the Executive Committee shall serve as the chairperson of that Working Group or ad-hoc task force. The Chairperson of such working group or ad-hoc task force shall be elected with due regard to the expertise needed to chair that Working Group or ad-hoc task force.
6. Each Working Group or ad-hoc task force shall elect its own Vice-Chairperson.
7. Each Working Group or ad-hoc task force shall appoint members with due regard to sufficient representation from SUN countries, networks, diversity and geographical representation. Members with special expertise can be co-opted by the working group or the ad-hoc task force into its membership.
8. Subject to the Terms of Reference, the Executive Committee shall determine the matters to be considered by each working group or ad-hoc task force and may authorise the Co-Chairs, upon request of the Chairperson of the Working group, to adjust the allocation of work.

Rule 16

1. A permanent task team on Finance⁴ shall be established in accordance with the Terms of Reference of the Executive Committee.
2. 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.
3. The composition of the permanent task team shall include as a minimum two SUN Country ExCom members. Additional members with specialised expertise that can contribute to the deliberations of

⁴ The Terms of Reference of the task team on Finance to be established, including its scope and composition.

the task team can be co-opted to the membership, as deemed necessary by the membership of the task team.

XI. SECRETARIAT

Rule 17

1. The Director of the SMS, or the designated representative of the Director of the SMS shall have responsibility to ensure sufficient Secretariat support to the Executive Committee and its working groups or ad-hoc task forces and shall also appoint a representative to serve as Secretary for the Working Groups or ad-hoc task forces.
2. The Director of the SMS, or the designated representative of the Director of the SMS, shall arrange for the adequate provision of staff and services as required by Executive Committee members for their full participation in the Executive Committee, where their own institutions cannot provide adequate backstopping support, within available resources of the SUN Secretariat. The Director of the SMS, or the representative of the Director of the SMS, shall manage and direct such staff and services and provide appropriate support and advice to the Co-Chairs.
3. The Director, or the designated representative of the Director of the SMS, and the support staff functioning as a Secretariat of the Executive Committee have a standing invitation to participate as an observer without voting rights in the sessions of the Executive Committee.
4. In the absence of the Director's position being filled, the responsibilities of the Director of the SMS will be temporarily delegated to the SUN Movement Coordinator.

Rule 18

In addition to the functions specified in the Terms of Reference, the Secretariat shall in accordance with these rules:

- (a) Prepare the draft agenda for co-chairs' review and dissemination, ensuring any additional agenda items proposed by Ex Com members are incorporated
- (b) Arrange for interpretation at the sessions, whenever feasible withing SMS time and resource constraints;
- (c) Receive, translate and distribute the documents of the sessions, whenever feasible within SMS time and resource constraints;
- (b) prepare meeting summaries for approval of co-chairs
- (c) Publish and distribute the official documents of the sessions;
- (d) Make and arrange for keeping of sound recordings and summary notes of the sessions;
- (e) Arrange for the custody and preservation of the documents of the sessions; and
- (f) Perform all other work that the Executive Committee may require in preparation, follow-up or during sessions.

VIII. AGENDA

Rule 19

In consultation with the Coordinator and in agreement with the Co-Chairs, the Secretariat shall draft the provisional agenda of each session.

Rule 20

The provisional agenda for each session shall include, as appropriate:

- (a) Items arising from the Terms of Reference, sections 1 (purpose) and 2 (roles and responsibilities)
- (b) Items the inclusion of which has been decided at a previous session;
- (c) Items referred to in Rule 26 of the present Rules of Procedure;
- (d) Any item proposed by a member and received by the Secretariat before the provisional agenda is circulated;
- (e) The proposed workplans and budgets of the Secretariat as well as all questions pertaining the hosting of the SMS by UNOPS, as appropriate;
- (f) The proposed budget as well as all questions pertaining to the accounts and financial arrangements of the SUN Pooled Fund and the GSS.

Rule 21

For each session, the provisional agenda, together with supporting documentation for decision, shall be distributed in English and whenever feasible within SMS time and resource constraints, in French and Spanish, by the Secretariat at least 14 days before the opening of the session.

Rule 22

The Secretariat shall, in agreement with the Co-Chairs, include any item which is proposed by a member and has been received by the Secretariat after the provisional agenda has been produced, but before the opening of the session, in a revised provisional agenda.

Rule 23

The Executive Committee when adopting the agenda may decide to add, delete, defer or amend items. Only items which are considered by the Executive Committee to be urgent and important may be added to the agenda.

Rule 24

The provisional agenda for an extraordinary session shall consist only of those items proposed for consideration in the request for the holding of the extraordinary session. It shall be distributed to the members at the same time as the invitation to the extraordinary session.

Rule 25

All substantive agenda items submitted to the session impacting on the workplans and budgets of the GSS shall be reported to the Executive Committee with its associated administrative and financial implications.

Rule 26

Any item of the agenda of a session, consideration of which has not been completed at the session, shall be included automatically in the agenda of the next session, unless otherwise decided by the Executive Committee.

XIII. CONDUCT OF WORK

Rule 27

Sessions of the Executive Committee and of the Working Groups or ad-hoc task forces shall be held in private, unless the Executive Committee decides otherwise.

Rule 28

The Co-Chairs shall not declare a session of the Executive Committee open or permit a debate to proceed unless at least half of the members of the Executive Committee are present, with 50 percent of members representing quorum. The presence of half of the members of the Executive Committee shall be required for any decision to be taken.

Rule 29

No one may speak at the session of the Executive Committee without having previously obtained the permission of the Co-Chairs. The Co-Chairs shall call upon the members and ex-officio members to speak in the order in which they signify their desire to speak. The Secretariat shall maintain a list of speakers. The Co-Chairs may call a speaker to order if his/her remarks are not relevant to the subject under discussion.

Rule 30

The Chairperson of a working group or ad-hoc task force may be accorded precedence for the purpose of explaining the conclusions arrived at by that working group or ad-hoc task force.

Rule 31

The Coordinator shall be able to request guidance and advice from the Executive Committee or be given guidance or advice from the Executive Committee at each session in accordance to matters outlined in the Terms of Reference. The Co-Chairs may give the floor to the Coordinator in accordance with these Rules of Procedures.

Rule 32

During the discussion of any matter, a full member may at any time raise a point of order which shall be decided immediately by the Co-Chair presiding the session in accordance with these rules. A member may appeal against the ruling of the Co-Chair presiding the session. The appeal shall be put to the vote immediately and the ruling shall stand unless overruled by a majority of the members present. A member may not, in raising a point of order, speak on the substance of the matter under discussion.

Rule 33

1. Members, Co-chairs, ex-officio members, alternates, observers and invitees to the Executive Committee shall follow the Ethical Framework of the SUN Movement, including its Code of Conduct. The Code of Conduct describes the expected behaviour and ethical standards to be performed and promotes respect for diversity and inclusivity.

2. A point of order shall be raised in case a contradicting behaviour to paragraph 1 above of any member, Co-Chair, ex-officio member, alternate, observer, or other invitee occur and the Executive Committee shall decide upon further measures to ensure the orderly conduct in meetings.

XIV.VOTING

Rule 34

1. The members shall make every effort to reach agreement on all matters of substance by consensus. If all efforts to reach consensus have been exhausted and no agreement has been reached, the decision shall, as a last resort, be taken by a majority vote of the members present.

2. Each member of the Executive Committee shall have one vote, with the exception of the co-chairs who cannot vote.

3. Decisions of the Executive Committee on matters of procedure shall be taken by a majority vote of the members present.

4. If the question arises as to whether a matter is one of a procedural or substantive nature, the Co-Chairs presiding the session shall rule on the question. An appeal against this ruling shall be put to the vote immediately and the Co-Chair's ruling shall stand unless overruled by a majority of members present and voting.

5. If, on matters other than elections, a vote is equally divided, a second vote shall be taken. If this vote is also equally divided, the proposal shall be regarded as rejected.

Rule 35

Voting, except for elections, shall normally be by show of hands. However, if at any time, a member requests a secret ballot, that shall be the method of voting on the issue in question.

Rule 36

After the Co-Chair presiding the session has announced the beginning of the voting, no member shall interrupt the voting except on a point of order in connection with the actual conduct of the voting.

XV. SELECTION PROCESS

Rule 37

1. The Co-Chairs, through the SMS, shall issue a "Call for Nominations" to all networks or constituencies when seats within the Executive Committee membership are vacant, specifying the particular criteria affiliated to the vacant seat. The Co-Chairs shall receive the nominations from the respective network or constituency within a period of 14 days.

2. All members shall have sufficient seniority and experience to be able to represent their constituency, to take informed decisions and to act in accordance with the SUN Movement principles and values.
3. The Co-Chairs shall consult within the ExCom and in consultation with the SUN Movement Coordinator to agree which particular expertise and skills set is needed in the ExCom to best complement the current membership and to serve the Movement. Specific guidance resulting from these discussions shall be provided to the networks or constituency as part of the “Call for Nominations”.
4. Each Network or constituency shall define an inclusive and transparent process to nominate and elect its representative and alternate within the agreed timeframe. A specific “Call for Nominations” within each network or constituency shall be issued if deemed necessary by the network or constituency. Information about the candidates shall be disclosed to the respective network or constituency for decision-making, as well as the SMS for information.
5. Each Network or constituency shall propose up to three candidates, ranked in the order of preference, and shall provide sufficient background on the proposed candidates to facilitate deliberations in the Executive Committee. The list of candidates shall be submitted to the Co-Chairs and administered by the Secretariat of the Executive Committee. The Secretariat of the Executive Committee shall be able to request further information from the network or constituency on the proposed candidates if deemed necessary to ensure an informed decision-making process.
6. The Executive Committee at its next regular session shall have a specific agenda item on the nomination of new members and a secret ballot shall be held in session among the membership of the Executive Committee to select one member and one alternate from the list of proposed candidates.
7. The Co-Chairs shall communicate on behalf of the Executive Committee the results of the elections to the network and constituency proposing the candidates and shall inform the candidate themselves, ask confirmation of acceptance of the role, and request the necessary documentation, including Declaration of Interest and Code of Conduct to be signed.

Rule 38

1. Representatives of the Executive Committee with no organised network or constituency shall follow a complementary process whereas Rule 37 shall be applied as appropriate. This shall apply in particular to the following:
 - the Youth representative who shall be under the age of 30 years.
 - the specialised experts who shall have specific expertise in finance, MEAL-analytics, and humanitarian affairs respectively, or as appropriate to country needs and decided in the Executive Committee.
2. The Co-Chairs, through the SMS, shall issue a “Call for Nominations” when seats within the Executive Committee membership are vacant, specifying the particular criteria affiliated to the vacant seat. This call shall be disseminated as widely as possible within the Movement actors, in particular to all networks or constituencies, on the website of the SUN Secretariat, and through other any channels as appropriate and with the furthest outreach possible within the SUN Movement.

3. A Nomination Committee shall be established on a temporary basis and solely for the purpose of electing the members as outlined in paragraph 1 of this Rule. The Nomination Committee shall consist of three members, with a minimum of one country representative, from among the membership of the Executive Committee, to receive the nominations for the vacant seats within a period of 14 days.

4. The Nomination Committee shall set up a list of criteria, in accordance with the “Call for Nominations”, against which the candidates shall be assessed. A short list of three candidates, ranked in the order of preference, shall be submitted to the Executive Committee for decision making following the procedures in Rule 37.

5. The Nomination Committee shall be dissolved once the candidates are proposed to the Executive Committee, the results announced and the candidates have accepted their membership.

Rule 39

The members of the Executive Committee shall consider all nominations for membership in accordance to already established procedures and the Co-Chairs shall send the names of the nominated Executive Committee members to the Lead Group for approval.

XVI. CONFLICT OF INTEREST

Rule 40

1. Executive Committee members will recuse themselves from discussions where there is a potential conflict of interest that might inappropriately influence the Committee's decisions. The recusal may be initiated by the relevant member, or by the Chair.

2. The members of the Executive Committee, the Co-Chairs, the Coordinator or any other member shall recuse him/herself where there is a potential conflict of interest that might inappropriately influence the Executive Committee's decisions.

XVII. 360 DEGREE ACCOUNTABILITY

Rule 41

1. The performance of the Executive Committee shall be assessed within the parameters of a 360-degree accountability framework, based on, among others, mutual and shared accountability, feedback mechanisms, and self-assessment surveys, as outlined in the Accountability Framework⁵ and in accordance to its mandate and role as outlined in the Terms of Reference.

2. Members of the Executive Committee, the Co-Chairs, and the SUN Movement Coordinator as ex-officio member of the Executive Committee shall, among others, be assessed as follows:

(a) The members of the Executive Committee assess the Co-Chairs in their role as Co-Chairs on an annual basis.

⁵ The Accountability Framework is in a draft form available and will be further elaborated as part of the transition process.

(b) The members of the Executive Committee, including the Co-Chairs and the SUN Movement Coordinator, assess themselves through a self-assessment process, and assess each other.

3. The Co-Chairs of the Executive Committee feed back to the Lead Group on the performance of the Executive Committee and the conduct of the SUN Movement Coordinator as part of the Executive Committee's guiding role with regards to the Coordinator.

4. The Coordinator provides feedback to the Lead Group on the performance of the ExCom.

5. The Executive Committee receives feedback from the Lead Group on its own performance.

6. The Executive Committee provides feedback to SUN Countries of the support they provided to SUN Government Focal Points in achieving the national nutrition goals

7. Other accountability mechanisms, such as the Functionality Index, the Joint Annual Assessment, or performance reviews, shall be considered complementary and shall be carried out for a different purpose.

8. In case of non-performance of a member of the Executive Committee, including the Co-Chairs, a conversation shall be sought confidentially with the concerned member or Co-Chair to find the best solution forward by a designated member of the Executive Committee or any other person deemed appropriate⁶.

XVIII. LANGUAGES

Rule 42

1. The working language of the Executive Committee shall be English, with French and Spanish interpretation and translation provided whenever feasible within SMS time and resource constraints.

2. Official documents of the sessions shall be drawn up in the working language and translated into French and Spanish if received 20 days in advance and whenever feasible within SMS time and resource constraints. If received within a shorter timeframe, documentation shall be provided in English without translations.

XIX. SOUND RECORDS OF THE SESSIONS

Rule 43

1. Sessions of the Executive Committee shall be recorded for the purpose of documenting the proceedings.

2. Sound records of the sessions of the Executive Committee shall be kept by the Secretariat for a period of ten years.

⁶ SUN Movement may consider having a «person of confidence».

3. Summary notes of the sessions of the Executive Committee shall be prepared by the Secretariat, submitted to the Co-Chairs for approval and thereafter published on the public website of the SUN Movement.

XX. AMENDMENTS TO THE RULES OF PROCEDURE

Rule 44

1. Minor changes to these Rules of Procedure may be amended by consensus by the Executive Committee. Any substantive or strategic changes to these Rules of Procedure require approval of the Lead Group.
2. Paragraph 1 of this rule shall likewise apply in case the Executive Committee deletes an existing rule of procedure or adopts a new rule of procedure.

XXI. OVERRIDING AUTHORITY

Rule 45

1. In the event of any conflict between any provision of these Rules and any provision of the Terms of Reference, the Terms of Reference shall prevail.
2. In case of conflict within the Executive Committee, the Lead Group is the overriding authority in decision-making.

Annex 3: Draft: How Does the SUN Movement Define Success?

OUTCOME 1: GREATER PRIORITY GIVEN TO NUTRITION IN NATIONAL DEVELOPMENT

S1: STRENGTHENED POLICY AND ADVOCACY ENVIRONMENTS FOR NUTRITION

according to SUN 3.0

COUNTRY FOCUS

Success means deeply embedding a multi-sectoral and multi-stakeholder way of working in support of countries. It means achieving sustainability of SUN activities 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 are resourced and are positioning and acting together to support national plans, and in which public authorities are working across sectors.

OUTCOME 2: COUNTRIES PRIORITIES SCALED UP

S2: DEVELOPED AND IMPLEMENTED COUNTRY PRIORITIES

according to SUN 3.0

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 approach.

ADVOCACY AND 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 different diversified financing sources and overall finance for, investment in, and spending on nutrition is increased. Ultimately, success is to achieve sustainability of SUN activities at all levels.

S3: STRENGTHENED COUNTRY CAPACITY THROUGH EFFICIENT PROVISION OF TECHNICAL ASSISTANCE AND KNOWLEDGE MANAGEMENT

according to SUN 3.0

NETWORKS

Success is when the nutrition networks exist at country level, are well integrated, and cross-network activities take place, leading to more cohesive and effective approaches for countries 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. Success also means that Networks have a presence at sub-national level for greater impact.

MULTISECTORAL APPROACH

Success means the use of structured and innovative multi-sectoral and multi-actor approaches that are implemented at all administrative levels and programmes.

KNOWLEDGE SHARING

Success is when the wealth of best practices and lessons learned bear fruit for all SUN countries and inform decision-making processes at all levels. Information is used at country level systematically, feeds into the global level, and cross-country learning, especially peer learning and exchange, is facilitated. The role of networks as knowledge brokers is essential and their engagement in facilitating knowledge management and exchange contributes to success.

CAPACITY DEVELOPMENT

Success means that capacity in countries is developed as an ongoing process. This may require that once gaps are identified technical assistance to build capacities to fill these gaps are deployed.

S4: STRENGTHENED GOVERNANCE OF SUN THAT PROMOTES COUNTRY LEADERSHIP AND MUTUAL ACCOUNTABILITY

according to SUN 3.0

GOVERNANCE

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

Annex 4: Draft List of SUN-Relevant Core Indicators

S01: Strengthen and sustain strong policy and advocacy environments

Process Indicators

- Level of mobilization of high-level advocates (champions, parliamentarians, media)
- # of government ministries and # of other stakeholders involved in nutrition action at national level
- Level and # of support given by SUN Leadership and GSS within their mandates to encourage and support a strong policy environment and prioritization of nutrition in countries

Outcome Indicators

- # of actors reached through advocacy action (or media??)
- # of high level policy meetings in countries, including finance ministries, with support of ExCom and Lead Group

Output Indicators

- Existence, composition, functionality and collaboration of multi-stakeholder mechanism / networks / alliances (UN agencies, CSOs, business)
- Existence policy or legal framework that favour multistakeholder collaboration within government
- Level of political anchoring the coordination of nutrition

S02: Develop and align shared country priorities for action

Process Indicators

- SUN countries (government and MSPs) work towards aligning and implementing their multi-sectoral national nutrition policies

Outcome Indicators

- Level of alignment of ministries with the nutrition plans outside the health sector
- Existence and level of integration of nutrition in National Development Plans
- Level of alignment of donors with nutrition plans
- Level of satisfaction of SUN countries with the support received by the global support structures

Output Indicators

- Existence of workplans by the different networks aligning with country priorities

S03: Build and strengthen country capacity to develop, prioritise, finance, implement and track country actions

Process Indicators

- Level of pro-active engagement of the GSS with SUN countries following the JAA
- Relevance, depth, and number of capacity development actions in special field of expertise, e.g. finance and MEAL

Outcome Indicators

- Existence and level of utilization of information systems for nutrition
- Level of newly received expertise in financing at country level

Output Indicators

- # of high-impact nutrition actions at subnational level
- Existence of mapping of actors involved in nutrition action

S04: Ensure SUN governance promotes country leadership and government responsibilities, aligns resources and strengthens mutual accountabilities

Process Indicators

- Use of available data to inform decision-making at all levels
 - Subnational, national, regional and global

Outcome Indicators

- Level of financing, investment, and technical assistance for nutrition through multiple stakeholders, both nutrition specific and nutrition sensitive
- Level of flexibility and responsiveness to country requests by different partners, including donors, UN agencies, and the GSS

Output Indicators

- National budget spending for nutrition

Annex 5: Draft Simplified Accountability Framework

	SUN Countries	Global Support System (GSS)	SUN Movement Coordinator	Executive Committee	Lead Group
Mandate	National Governments targets ⁷ National Nutrition Plans and Policies	SUN Strategy 3.0 (2021-2025); individual SUN Network Strategies for SUN 3.0	Terms of Reference	Terms of Reference	Terms of Reference
Key Accountabilities	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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 reach communities, esp in FCAS 	<ul style="list-style-type: none"> - to reach communities, esp in FCAS - to use voice, influence and advocacy to ensure nutrition is a growing priority among all SUN stakeholders - to contribute to the coordinated, collaborative 	<ul style="list-style-type: none"> - to reach communities, esp in FCAS - to foster a trusted, transparent and accountable environment in which all SUN members and networks work together to support country led nutrition priorities - encourage a data driven culture and decision-making - to report regularly on progress on SUN 3.0 	<ul style="list-style-type: none"> - to reach communities, esp in FCAS - 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??
Accountable to	Communities, parliamentarians, citizens	Their members, Steering Committees, SUN Coordinator and the Executive Committee	The UNSG, Lead Group and working closely with the Executive Committee	The entire SUN Movement and the Lead Group	The entire SUN Movement

⁷ For example, country specific WHA and SDGs targets

		SUN networks to each other, to SUN countries, and to the Network EXCOM members; SMS to ??			
Results tracked	<ul style="list-style-type: none"> - Nutrition impact - Spending for Nutrition - Functionality of Country Coordination Team - Alignment of stakeholders 	<ul style="list-style-type: none"> - Response to countries' requests - Capacity to deliver SUN 3.0 strategy objectives - Functionality of Networks and SMS 	<ul style="list-style-type: none"> - Country visits - Advocacy opportunities (national/regional/global) - Media coverage 	<ul style="list-style-type: none"> - Annual commitments - Annual self-assessment - Active championing of nutrition and the Movement approach - Media coverage 	<ul style="list-style-type: none"> - Annual commitments - Active championing of nutrition and SUN - Media coverage
Tracking mechanism	<ul style="list-style-type: none"> - Joint Annual Assessment - National Information Systems - N4G Commitment Report (GNR) - Financing for nutrition (tracking, expenditure etc) - Functionality index 	<ul style="list-style-type: none"> - 360 degrees survey - Periodic GSS calls/meetings - Annual workplan performance review - Annual Progress report - Functionality index 	<ul style="list-style-type: none"> - 360degrees survey - Country visits reports - Briefs - Annual Progress report - Functionality index 	<ul style="list-style-type: none"> - 360degrees survey - Commitments tracking - Periodic meetings - Meetings minutes and actions - Functionality index 	<ul style="list-style-type: none"> - 360degrees survey - Commitments tracking - Periodic meetings - Meetings minutes and actions - Functionality index

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