

# SUN Movement Executive Committee Annual Retreat 2023

*27-29 March 2023 - Celigny, Switzerland*

## Meeting Summary



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## Decisions and Action Points and Follow up SUN ExCom Retreat 2023

Action for follow up	When at ExCom	Responsible
<b>Session 1: Welcome, Agenda Approval</b> <ul style="list-style-type: none"> <li>June ExCom session to be rescheduled</li> </ul>	Meeting moved from 15 June to 28 June (complete)	SMS
<b>Session 2: Unique contribution of the SUN Movement</b> <ul style="list-style-type: none"> <li>GSS Advocacy Group to: <ul style="list-style-type: none"> <li>Include succinct statements of the added value of the SUN Movement and share across countries and networks as part of 2023 Advocacy roadmap.</li> <li>Develop specific messaging in relation to fragile and conflict affected situations (FCAS).</li> </ul> </li> </ul>	To be incorporated in GSS advocacy in 2023	GSS Advocacy Working Group
<b>Session 3: MSP functionality</b> <ul style="list-style-type: none"> <li>The GSS to continue to review the indicators used to assess MSP functionality and promote subnational MSPs to embed approach into implementation.</li> <li>SUN Actors at country level should support Focal Points to ensure that networks are formed and that MSPs are functioning with objectives linked to outcomes.</li> </ul>	ongoing	GSS and SUN actors at country-level
<b>Session 4: SUN Finance Framework</b> <ul style="list-style-type: none"> <li>The proposed SUN Finance Framework was endorsed, including the piloting of the framework approach in three SUN countries, of which one should be a FCAS country.</li> <li>It was agreed that, in consultation with the FTT, a temporary Finance Framework pilot country "Pilot Operationalization Team" will be established which will draft selection criteria to be validated by ExCom SUN Country Focal Points.</li> <li>Once criteria are finalized a call for Expressions of Interest will be launched (Q3)</li> <li>The Pilot Operationalization Team will vet applications and will propose the three selected countries to the ExCom for endorsement via the FTT through a written submission process (Q3).</li> </ul>	Provide recommendation on selected countries to ExCom by written update by August 2023	SMS (Resource Mobilization Advisor)

<p><b>Session 4: Finance Task Team</b></p> <ul style="list-style-type: none"> <li>● Excom oversight of the FCDP host selection process is to be delegated to and handled by a small sub group comprising only Excom members not employed by organizations who may apply to become hosts, and to avoid circulating documents related to the selection process to the broader Excom distribution list. <ul style="list-style-type: none"> <li>○ ExCom Co-Chair Connell Foley agreed to convene the sub-group</li> <li>○ ExCom Finance Expert will share more information regarding the timeline and approximation of time required of volunteers.</li> <li>○ ExCom members are invited to volunteer for this sub-group and should contact the Chair of the FTT.</li> </ul> </li> <li>● The FTT will support advocacy efforts on resilience financing and making climate finance work for nutrition, including supporting GSS advocacy efforts in this area.</li> </ul>	<p>Written Update in time for June 2023 ExCom</p>	<p>FTT</p>
<p><b>Session 5: GSS alignment behind SUN 3.0</b></p> <ul style="list-style-type: none"> <li>● GSS to undertake quick analysis of SUN 3.0 Strategy vis-a-vis GSS priority actions to assess if there are gaps or major duplications that might confuse countries.</li> <li>● ExCom Representatives of the SBN and CSN to work with ExCom Co-Chairs to bring analysis of options to sustain their networks back to the ExCom.</li> </ul>	<p>Written update to ExCom in June 2023</p> <p>Follow-up meetings to be organized with SBN and CSN with support from ExCom Co-Chairs and ExCom secretariat</p>	<p>GSS secretariats</p>

<p><b>Session 6: MAF: Implications for ExCom Ways of Working</b></p> <ul style="list-style-type: none"> <li>• The ExCom needs to better differentiate and prioritize strategic over procedural matters.</li> <li>• Certain procedural matters to be dealt with via email consultation / approvals.</li> <li>• Next retreat to limit focus on procedural and dedicate at least one day on 'higher strategic issues' / responsiveness to global issues.</li> <li>• Co-Chairs to consider additional meetings or issue focused temporary task groups to manage workload and include alternate ExCom members.</li> <li>• Agenda items on ExCom meetings should come with more concrete asks to ExCom members.</li> <li>• ExCom to be more proactive and propositional to the Lead Group. Discuss with the incoming Coordinator on how to work with LG Chair more regularly and beyond the Lead Group meeting.</li> </ul>	<p>To be implemented throughout 2023 (see also Session 9 actions)</p>	<p>Co-Chairs and SMS</p>
<p><b>Session 7: Evaluating SUN 3.0 Progress</b></p> <ul style="list-style-type: none"> <li>• Agreement to postpone the evaluation to 2024 - using the 2024 Global Gathering as a key moment for final consultation/validation</li> <li>• SMS to draft a TOR for the SUN evaluation.</li> <li>• MEAL experts to be consulted to help explore alternative evaluation methodologies to provide richer data, including anthropological or sociological approaches.</li> <li>• Once an approach is agreed by ExCom, further consultation on the scope and timeline for the evaluation to be shared with the SUN Movement Lead Group to secure their ownership of the process</li> </ul>	<p>Discussion and endorsement of TORs planned for June 2023 ExCom meeting</p>	<p>SMS</p>
<p><b>Session 8: Global Gathering</b></p> <ul style="list-style-type: none"> <li>• Postpone the SUN Global Gathering to June 2024 and inform the entire Movement of this decision.</li> <li>• Request countries who in 2022 have expressed interest in hosting the next Global Gathering to re-confirm their interest by 30 April 2023</li> <li>• Issue a new call for expressions of interest to host the Global Gathering G to SUN countries in early April with a deadline of 30 April 2023, to allow SUN countries to apply who did not apply in 2022 due to timing related considerations.</li> <li>• Reference Group to evaluate all submissions received in May and present final recommendation for ExCom approval in June</li> </ul>	<p>Decision on hosting of Global Gathering planned for June 2023 ExCom</p>	<p>SMS, GG Reference Group</p>

<ul style="list-style-type: none"> <li>● Submit of proposed GG 2024 host nomination to the LG Chair for endorsement.</li> </ul>		
<p><b>Session 9: ExCom Year Ahead</b></p> <ul style="list-style-type: none"> <li>● Ops Group recommendations are reported on in the next SUN Movement Annual Report in order to demonstrate full implementation and turn focus on the wider SUN Movement Strategy. <ul style="list-style-type: none"> <li>○ Finance-related recommendations for specific high-level donor and investor engagement require further discussion and agreement on a way forward. (Rec. 10 <a href="#">Ops Group Initial Report May 2021</a>)</li> </ul> </li> <li>● ExCom plans to develop a Movement- wide risk management framework should be concretized in 2023</li> <li>● The annualized ExCom agenda will be reviewed by Co-Chairs in light of the discussion and circulated with the ExCom for approval.</li> <li>● SUN Executive Committee Government Focal Points Regional Representatives are encouraged to continue to engage with countries in their regions ahead of ExCom meetings to develop clear, strategic and concrete agenda items / asks.</li> <li>● ExCom agreed to an in principle extension of the ExCom (potentially until March 2024). This proposal will be further developed and discussed with ExCom before it is submitted to the Lead Group Chair for endorsement.</li> <li>● ExCom members to provide suggestions on how to improve the ExCom submission template developed by the SMS.</li> </ul>		<p>Co-Chairs with SMS, ExCom</p>

## **Session Summaries**

### **Tuesday 28 March 2023**

#### **Session 1: Welcome, review of previous meeting's agreements and actions and approval of retreat agenda**

**Background document(s):** [6 December 2022 ExCom Meeting Summary](#)

The Co-Chairs opened the meeting and briefly outlined the retreat agenda. María Eugenia Villalobos-Hernández was welcomed as the new SUN Latin America Regional Representative and Mary Mpereh as the new alternate West and Central Africa Representative.

Mr. Mathews Mhuru informed the Executive Committee (ExCom) of the change of his affiliation, from civil society to government - no objections to his continuation as ExCom member were received.

Participants were further reminded of the status of the agreed actions from the ExCom meeting of 6 December 2022. It was highlighted that out of the 12 agreed actions, six have already been addressed (i.e. actions related to the review and approval of the SUN Movement Secretariat workplan and budgets, comments on the Finance Capacity Development Platform (FCDP) while others were still in progress.

The approval of the SUN Movement Secretariat (SMS) 2023 and budget, shared through a silent approval procedure that ended on 24 March 2023, was acknowledged.

Andrew Kirkwood, Director of the UNOPS Geneva Office updated the ExCom on the latest developments following the institutional failures around the UNOPS Sustainable Infrastructure Impact Investments (S3i) initiative. Overall donor confidence in UNOPS is returning. By addressing over 60% of the recommendations made by the two KPMG reviews, UNOPS has strengthened internal controls. Andrew highlighted that the entire UNOPS senior management cadre, in charge during the internal control failures around S3i have been replaced and a new Executive Director, [Mr. Jorge Moreira da Silva of Portugal](#) appointed. At the last Executive Board meeting a formula was agreed on how to return excess UNOPS reserves (USD 129M) accrued in the past four years to its partners. Donors will receive letters giving the option to either take funds back, credit them toward the UN Resident Coordinators system or a specific UNOPS engagement. He reassured the ExCom that SUN funding was always ring-fenced and remains safe.

#### **Decisions and action points:**

- The retreat agenda was approved without objections.
- It was agreed to move the next Executive Committee meeting from 15 June to 22 June 2023.

#### **Session 2: Leveraging and sustaining the unique contributions of the SUN Movement**

**Background document(s):** [SUN 2023 Advocacy Overview](#)

#### **Presentation(s):**

- [Abidjan Declaration on Nutrition](#)
- [SUN Advocacy Priorities 2023](#)
- [SUN's unique contribution - ExCom member perspectives](#)

The Co-Chairs facilitated a discussion on the reflections on SUN's unique contribution in improving nutrition outcomes, building on the contributions [shared by a number of ExCom members ahead of the meeting](#). ExCom members elaborated on how the SUN Movement's added value can be leveraged and sustained more effectively, in a context which, more than 10 years after the SUN Movement's creation,



has changed significantly.

SUN Government Focal Point Patricia N'goran [provided an overview of the AU Abidjan Declaration on Nutrition and the 2023-2025 implementation roadmap](#), developed upon the request of AU Heads of State to ensure that the objectives of the declaration materialize. She highlighted how the priority areas of the declaration and roadmap are in synergy with the SUN Movement's approach and strategic priorities<sup>1</sup> and the importance of the SUN Movement for Côte d'Ivoire and countries of West Africa in elevating and anchoring the nutrition agenda at the highest political level.

UN-Nutrition Representative Abigail Perry provided an account of the historic context<sup>2</sup> that led to the establishment of the SUN Movement. Highlighting that while the reasons behind SUN's creation are still valid, in a changing world with different priorities, the SUN Movement needs to adapt and create new moments to galvanize support for nutrition and a multisectoral and multistakeholder approach to ending malnutrition globally.

Marcy Vigoda, Director of the SUN Movement Secretariat, presented the [Global Support System's \(GSS\) advocacy priorities for 2023](#). In line with country priorities, GSS advocacy focus will be on two workstreams 1) Advocacy for multisectorality 2) Advocacy for nutrition financing, with gender as a cross-cutting theme. Key advocacy moments are the World Health Assembly in May, the UN Food Systems Stocktaking Moment, the Micronutrient Forum and COP28. The GSS will support SUN countries to engage and be heard at the global level through an array of tactics including op-eds, side events, high-level briefings and closed door advocacy, in coordination with partners, ExCom and Lead Group members. To ensure sustainability and country leadership, the strengthening of advocacy capacities at the country level will also be a priority.

The ExCom welcomed the presented advocacy priorities and recommended sharpening messaging to ensure the asks (desired policy and funding goals) and audiences are extremely clear. The Co-Chairs encouraged ExCom members to further reflect and engage bilaterally with Marcy and the GSS on this roadmap.

Key takeaways:

- Institutionalizing the SUN way of working is important but has to be contextually appropriate.
- Institutionalized models that work, the impact of SUN networks at a national level, and the collective SUN Movement action more broadly have to be documented.
- Fostering collective action by all parts of the Movement is critical to its success.
- It is important to galvanize nutrition leadership through targeted advocacy at the global and national level.

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<sup>1</sup> The four areas of strategic priority of the AU declaration are:

1. Strengthening of the strategic framework of nutrition management in Africa
2. Strengthening the partnership framework.
3. Strengthening advocacy for better nutrition financing.
4. Strengthen data management framework, information systems and related awareness and capacities.

<sup>2</sup> The 2008 Lancet Series on Maternal and Child Undernutrition led to a shared realization of the international development community on the longer term impact of malnutrition on human development and gave clarity on the investment and interventions required, such as overcoming silos, the need for sustained investment and multisectoral coordination at the highest possible level of government. In addition and in the midst of a global food price crisis, the UN SG's appointment of a Special Representative on Food Security and Nutrition helped to ensure that nutrition became a priority topic on the global agenda, leading to the creation of the SUN Movement. However, as with all priorities, over time they are overtaken by other competing issues.



- Embedding nutrition in key annual/multi-year processes such as in National Development Plans, helps sustain action and investments when nutrition is not a political priority.
- Advocacy and negotiation skills of Country Coordinators / Focal Points and country networks are critical and need to be invested in.
- Better global visibility of the SUN Movement helps Focal Points in aligning support behind SUN at the country level.
- Special focus on fragile and conflict affected countries is necessary.

**Decisions and [action points](#) (as related to SUN Movement advocacy):**

- GSS Advocacy Group to:
  - Include succinct statements of the added value of the SUN and share across countries and networks as part of 2023 Advocacy roadmap.
  - Develop specific messaging in relation to fragile and conflict affected situations (FCAS).

**Session 3: MSP functionality to deliver improved nutrition results: what works and what is needed to have better impact**

**Background document(s): [SUN Movement tools and resources](#)**

ExCom members discussed how Multistakeholder Platforms for nutrition (MSPs) can best serve their purpose, how they can function better and be made more sustainable. Dr. George Kembo shared perspectives from his region and emphasized the importance of political buy-in to anchor nutrition at the appropriate level as well as the need to establish legal grounds in national legislation for the allocation of nutrition funding and coordination bodies. Dr. Kembo's intervention was followed by an intervention by Sonia Ancellin-Panzani, the Head of Country Action at the SMS, on key MSP characteristics, the importance of investing in MSP sustainability and how the GSS is currently supporting the assessment and strengthening of MSPs:

- 1. Joint GSS diagnosis of MSP functioning** informed by a) technical country visits and b) monthly hub stocktaking with the GSS and triangulation of information.
- 2. Documentation and dissemination of good practices.** Documentation of one good MSP functioning per SUN Movement regional hub, including from a humanitarian context.
- 3. Translate leadership e-learning course content** into Spanish and French and promote its use.
- 4. An advocacy paper on the relevance of the multisectoral and multistakeholder approach** will be finalized to further develop an e-learning course in partnership with the FAO E-learning Academy.
- 5. Deep-dive pilots will be launched in each hub to support improved MSP functionality.**

The exchange among ExCom members that followed reinforced agreement on the importance of MSPs and assessing their functionality as well as understanding the contexts that lead to MSP breakdown (and how the MSP model can be adapted). Special attention should be given to: how the MSP model can be adapted to humanitarian contexts and how youth can be more involved in the linkages to subnational coordination bodies.

**Decisions and [action points](#):**

- The GSS to continue to review the indicators used to assess MSP functionality and promote subnational MSPs to embed approach into implementation.
- SUN Actors at country level should support Focal Points to ensure that networks are formed and that MSPs are functioning with objectives linked to outcomes.

## Session 4: Financing for Nutrition in SUN 3.0: status and way forward

### Background documents:

- [Overview of SUN Finance Framework for SUN Countries](#)
- [Finance Task Team Update](#)

### Presentations:

- [Finance Framework](#)
- [FTT Update](#)

### Finance Framework

Joshua Levens, Resource Mobilization Advisor of the SMS [gave an overview of the proposed SUN Finance Framework](#) for SUN countries which was developed in consultation with the GSS and the SUN Movement Finance Task Team. The goal of the framework's approach is to strengthen financing for nutrition through concerted SUN advocacy and support, initially around a small number of countries with the targeted support of the Global Support System (GSS). Lessons learned from the initial pilots will be used to adapt the approach and define a more accessible source of support for the wider Movement.

It was proposed that following a call for Expressions of Interest (EOI) supported by an information packet to SUN Country Focal Points, three pilot countries will be identified by the Finance Task Team in coordination with ExCom regional representatives. This will be followed by finance mapping and diagnosis by the SUN Focal Points and national working groups selected for the pilots. SUN Focal Points will then lead on the development of proposals for strengthened nutrition financing with support from the GSS.

ExCom members endorsed the Finance Framework proposal and piloting. It was however highlighted that existing barriers to progress (limited financing in the current landscape) have to be well understood and might require new solutions. Moreover the solicitation of EOIs and eligibility criteria need to be carefully communicated to countries in order to manage expectations. Precedence should be given to countries which would benefit the most from piloting the SUN Finance Framework approach and one fragile and conflict affected situation (FCAS) country should be included as funding opportunities in humanitarian / conflict settings are inherently different.

### Decisions and [action points](#):

- The proposed SUN Finance Framework was endorsed, including the piloting of the framework approach in three SUN countries, of which one should be a FCAS country.
- It was agreed that, in consultation with the FTT, a temporary Finance Framework pilot country "Pilot Operationalization Team" will be established which will draft selection criteria to be validated by ExCom regional representatives.
- Once criteria are finalized a call for Expressions of Interest will be launched (Q3)
- The Pilot Operationalization Team will vet applications and will propose the three selected countries to the ExCom for endorsement via the FTT through a written submission process (Q3).

### Finance Task Team Update

The ExCom Finance Expert Augustin Flory [gave an overview of the progress made by the FTT](#) in Q1 2023, with a focus on progress made toward the operationalization of the FCDP as well as technical and advocacy support the FTT is providing to select nutrition related events and initiatives.

Fundraising for the FCDP is proceeding well. The [Eleanor Crook Foundation](#) (ECF) and the Children's Investment Fund Foundation (CIFF) have committed funds to hire a FCDP project manager for the launch

phase<sup>3</sup>, and there is concrete donor interest toward FCDP's medium term funding goal of USD 3.5M by Q3/4 2023.

To ensure an objective selection process and limit risks of perception of unfairness or conflicts of interest due to the involvement of a large group of people in the process, some of whom might be associated with applicants, it was proposed that the process to identify the FCDP hosting agency be overseen by a limited group of Excom members. ExCom members who are not associated with an organization intending to apply to host the FCDP were invited to volunteer.

In terms of key advocacy moments and messaging, Augustin further highlighted how financing for resilience and climate finance are becoming increasingly central as nutrition related financing streams. Moreover, he emphasized the importance for the SUN Movement to engage with regional development and multilateral development banks (MDBs) to influence programming with clear messaging framed around longer term (3-5 year perspective) objectives.

SUN Country Focal Points emphasized their expectations for short-term support and guidance on financing from the Global Support System, and the need for the SUN Donor Network to bring in other sectors to help unlock climate, social protection and other sectoral funding. In particular, SUN Country Focal Points highlighted their immediate needs for support in mapping national donor landscapes and developing effective donor engagement strategies. Alignment of donors behind national priorities was reiterated. In a resource poor context, the importance of identifying alternative sources of financing was flagged (domestic sugar taxes and the integration of nutrition in already financed MDB projects).

Three existing funding mechanisms were highlighted as potential sources of support for short term needs for technical assistance which cannot be met at the country level: 1. C4N (supporting public financing for nutrition and food systems transformation), 2. FIIAPP (providing support to LAC countries) and 3. Expertise France (supporting seven francophone countries). These mechanisms are funded by the EC (and BMZ in the case of C4N) in support of SUN 3.0 and through 2025.

**Decision and [action points](#):**

- ExCom oversight of the FCDP host selection process is to be delegated to and handled by a small sub-group comprising only ExCom members not employed by organizations who may apply to become hosts, and to avoid circulating documents related to the selection process to the broader Excom distribution list.
  - ExCom Co-Chair Connell Foley agreed to convene the sub-group
  - ExCom Finance Expert will share more information regarding the timeline and approximation of time required of volunteers.
  - ExCom members are invited to volunteer for this sub-group and should contact the Chair of the FTT.
- The FTT will support advocacy efforts on resilience financing and making climate finance work for nutrition, including supporting GSS advocacy efforts in this area.

## **Session 5: GSS alignment behind the objectives of SUN 3.0**

**Presentation:** [GSS Update & Discussion](#)

The purpose of the GSS is to support national networks in countries to effectively engage in MSPs in support of the development of and alignment behind national nutrition priorities. A discussion and update on the efforts made by the GSS to align support behind SUN countries under SUN 3.0 was facilitated by Melanie Bruns (SDN coordinator) and Emily Heneghan (SBN co-facilitator). Supported by a

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<sup>3</sup> The consultant who has developed the FCDP landscape and needs assessment, David Kim is proposed to start on the 1st of April as interim project manager to oversee the host selection process

[presentation](#), the rationale behind GSS collaboration and the functions and mandates of SUN networks, both at the country level and the global level were openly discussed. Patricia N’goran described how the UN aligns behind nutrition outcomes in Cote d’Ivoire, ExCom Co-Chair Gladys Mugambi reflected on successes and challenges of the SUN Business Network in Kenya and Mathews Mhuru on the Civil Society Alliance in Zambia.

Progress was highlighted in areas of thematic / technical collaboration (Comms & Advocacy, MEAL working groups) as well as regional collaboration in addressing gaps and documenting best practices. Mutual Accountability Framework showed progress in building trust in areas of joint work, and acknowledged specific contributions and asks of each part of the GSS. Overall, ExCom members support the broad GSS joint action plan<sup>4</sup> and individual workplans, though more proactive efforts need to be made with the functioning of networks and MSPs at country level as a key focus.

The discussion reflected both the benefits and challenges of coordination and collaboration including the costs, resources and time required. More needs to be done to align processes and clarify accountabilities within the GSS and vis-a-vis the ExCom. Mutual trust and accountability were recognized as critical whilst at the same time it was agreed to lighten global bureaucracy/burdensome processes and focus on countries.

Individual network challenges were also highlighted, i.e. both the SUN Business Network and Civil Society Network (particularly national civil society alliances) are facing existential threats due to the lack of funding and high-level buy-in behind the SUN approach. There was also a recognition that individual UN agencies are not always incentivized to work in a joint, coordinated manner. (which gave rise to the suggestion of sending clear messaging to the executive boards of UN agencies on the importance of prioritizing nutrition and a coordinated UN approach in support of multistakeholder / multisectoral efforts on nutrition in full alignment with country priorities.)

It was emphasized that the ExCom can fulfill its advisory and advocacy role much more effectively if it is presented with more regular analysis of challenges on the ground and is well informed on (work)plans, opportunities, and asks. An active effort to secure recommitments to the SUN Movement, as discussed in the second session of the retreat, is needed in light of political commitment at the highest level, having waned in parts of the Movement.

#### **Actions points:**

- GSS to undertake quick analysis of SUN 3.0 Strategy vis-a-vis GSS priority actions to assess if there are gaps or major duplications that might confuse countries.
- ExCom Representatives of the SBN and CSN to work with ExCom Co-Chairs to bring analysis of options to sustain their networks back to the ExCom.

## **Wednesday 29 March 2023**

### **Session 6: Mutual Accountability Framework (MAF) implementation update and ExCom results**

#### **Background documents:**

- [Analysis of results from MAF implementation to date](#)
- [MAF Implementation Status](#)

#### **Presentation:**

- [MAF ExCom Survey Results](#)

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<sup>4</sup> Endorsed by the ExCom in [December 2022](#).

Nana A. Mensah Abrampah (SMS MEAL/KM Advisor), provided an update on the progress made with regards to the SUN Mutual Accountability Framework (MAF). Since approval of the MAF implementation plan by the ExCom in [September 2022](#), three countries, Yemen, Zimbabwe and Timor Leste, the ExCom and the GSS have started to engage in the MAF process.

Jane Keylock (independent facilitator), [presented her analysis of the ExCom MAF survey results and report](#), which reflected on issues related to the functioning of the ExCom, its conduct and relationships with different parts of the Movement (the four networks) and its governance (the Coordinator and Lead Group).

In the discussions some key themes and proposed actions emerged:

- The culture and level of participation at and thematic engagement of the ExCom has improved over the past year but more has to be done to better seize the full potential of the ExCom.
- ExCom members would like to see a better balance between procedural and strategic issues at ExCom meetings. Some procedural matters could be dealt with via email consultation.
- The ExCom meeting agenda is too packed and should be better prioritized. More or longer meetings could be considered.
- Critical issues at times feel to be rushed through with insufficient background information. Voluntary preparatory briefing sessions on strategic agenda items could be offered as well as the creation of thematic and timebound sub-groups to dive deeper into matters, however without creating heavy governance structures - a clear recommendation by the UN DSG for SUN 3.0.
- The agenda items reserved to country priorities need to stay, but better and more strategically framed.
- ExCom members have limited time for SUN but at the same time believe they could and should do more for the SUN Movement. On the other hand alternate members are not fully utilized to their full potential and could be more actively engaged.
- When agenda items are introduced to the ExCom, the key questions and asks to the ExCom should be clear and concise.
- The relationship between ExCom and the Lead Group is unclear to most ExCom members, both in terms of accountability and engagement/ consultation. While discussing the Annual SUN Movement Report and the recommendations that will underpin its findings provide a key annual stocktaking and guidance moment, new ways of interacting should be considered under the new Coordinator.
- Questions around the GSS-ExCom relationship have taken significant space and there are no easy fixes. However, accountability concerns remain and it is important that when ExCom members ask questions, answers have to be provided by the SMS/GSS.
- The ExCom retreat should not be like any other ExCom meeting, but the space for strategic discussions, including with external speakers, and team and trust building exercises.
- Thematically, the SUN Movement's approach to youth and the ExCom's mandate over youth engagement needs to be revised as unclear in its current form. The ExCom should play a critical role in championing the youth engagement roadmap.

In terms of next steps it was highlighted that the testing phase of the MAF process will conclude in Q3 2023, with a view to sharing lessons learned and recommendations for future MAF processes within the SUN Movement by the end of the year. By 2025, as per the SUN 3.0 indicators of success, 50% of countries should have implemented a mutual Accountability process while at the global level, this process will be conducted annually.

### Decision and [action points](#):

- The ExCom needs to better differentiate and prioritize strategic over procedural matters.
- Certain procedural matters should be dealt with via email consultation / approvals.
- Next retreat should limit focus on procedural issues and dedicate at least one day on 'higher strategic issues' / responsiveness to global issues.
- Co-Chairs to consider additional meetings or issue focused temporary task groups to manage workload and include alternate ExCom members.
- Agenda items on ExCom meetings should come with more concrete asks to ExCom members.
- ExCom to be more proactive and propositional to the Lead Group. Discuss with the incoming Coordinator on how to work with LG Chair more regularly and beyond the Lead Group meeting.

## Session 7: Evaluating progress of SUN 3.0

### Presentations: [Evaluating Progress of SUN 3.0](#)

Marcy Vigoda, SMS Director, provided a [short presentation](#) with the objective of getting ExCom guidance on the timeline, overall scope and objectives of the proposed SUN Movement evaluation which is proposed to take place in 2024. She highlighted that the SUN 3.0 strategy does not prescribe a precise timing or type of evaluation, but places an emphasis on the importance of assessing the SUN Movement's added value.

The presentation was followed by an intervention by María Eugenia Villalobos-Hernández who shared a SUN country perspective / expectation around how to best evaluate the progress of SUN 3.0 (see [here](#)), outlining challenges, SUN's underlying theory of change and strategic objectives. She highlighted that the SUN Movement should be evaluated against the four strategic objectives set out by the SUN 3.0 and look into how country commitments translate into results, looking beyond institutional, policy commitments. The evaluation should also support the reinforcement of the country-driven approach by outlining its enabling factors.

The ExCom made the following recommendations:

- Learning from past evaluations, given the unique movement character of SUN, and the unique objectives and accountabilities within it, a standard evaluation approach would not be fit for purpose.
- The evaluation should look at the transformational / systemic changes the SUN Movement was set out to make (and identify barriers) and make a connection with SUN's role in the actual results on the ground on moving the needle on nutrition.
- GNR / country nutrition data to be reflected in the evaluation.
- Given the delays in implementing SUN 3.0, it was agreed that the evaluation should be planned in 2023 but implemented in 2024, potentially allowing for the Global Gathering to be used to gather inputs for the evaluation.
- In terms of scope and approach, the evaluation should have three components:
  - a. Evaluate the implementation of the SUN 3.0 strategy.
  - b. Evaluate the sustainability of the SUN Movement in light of SUN 4.0 and the phasing out of SUN (final phase of SUN is anticipated for 2026-2030).
  - c. Deep-dives and analysis across select countries to understand the value-add of the SUN Movement to achieving country priorities and goals.
- All parts of the Movement have to be involved in the evaluation led by an external provider. The SMS should draft Terms of Reference for the evaluation, but further consultations need to be

made, including with regard to hybrid methodologies involving qualitative sociological/ anthropological / political economy dimensions.

- In terms of roles and responsibilities, lead by an external company / provider, the Lead Group, ExCom and ExCom MEAL FPs, the GSS including the SMS, the GSS MEAL/KM Task Team as well as the MEAL/KM Advisory Group should have active roles.

**Decision and [action points:](#)**

- Agreement to postpone the evaluation to 2024 - using the 2024 Global Gathering as a key moment for final consultation/validation
- SMS to draft a TOR for the SUN evaluation.
- MEAL experts to be consulted to help explore alternative evaluation methodologies to provide richer data, including anthropological or sociological approaches.
- Once an approach is agreed by ExCom, further consultation on the scope and timeline for the evaluation to be shared with the SUN Movement Lead Group to secure their ownership of the process.

## **Session 8: SUN Movement Global Gathering**

**Background document(s):** [Update from ExCom 2023 Global Gathering Reference Group](#), ExCom Briefs: September 2022 ([here](#)), December 2022 ([here](#))

The SMS Director, Marcy Vigoda, gave an overview of the planning and consultation that has taken place so far with regard to the organization of the SUN Movement Global Gathering (GG).

The SMS Director presented the recommendations made by the Reference Group at the meeting of 20 March for ExCom for endorsement which are reflected in the actions below.

While concerns were raised over the disappointment for SUN Countries who had already succeeded in mobilizing highest government buy-in behind their country's 2022 submissions, the ExCom voted in favor of postponing the GG to 2024 in order to safeguard the quality of the event and ensure full buy-in of the incoming SUN Movement Coordinator. The importance of also providing SUN regions the space to gather was highlighted by SUN FPs and will be reflected in the programme of the next GG as originally planned. There was agreement that while the SMS does not have capacity to lead on the organization of additional regional gatherings before the GG in June 2024, SUN Countries are very welcome to seek support and collaboration from other partners if they feel it is important to meet on a regional basis in 2023.

In the meantime, the SMS will work with the SUN Movement Global Gathering Reference Group to carefully review and agree on the methodology for weighing selection criteria that will be used to assess applications.

**Decisions and [action points:](#)**

- Postpone the SUN Global Gathering to June 2024 and inform the entire Movement of this decision.
- Request countries who in 2022 have expressed interest in hosting the next Global Gathering to re-confirm their interest by 30 April 2023
- Issue a new call for expressions of interest to host the Global Gathering to SUN countries in early April with a deadline of 30 April 2023, to allow SUN countries to apply who did not apply in 2022 due to timing related considerations.
- Reference Group to evaluate all submissions received in May and present final recommendation for ExCom approval in June
- Submit of proposed GG 2024 host nomination to the LG Chair for endorsement.



## Session 9: The ExCom year ahead 2023

Background document: [Ops Group Recommendation Tracker](#)

Presentation:

- [Proposed annualized 2023 Executive Committee Agenda](#)
- [Key Action Points from 2023 Annual ExCom Retreat](#)

ExCom Co-Chair Connell Foley, updated the ExCom on the status of the OPS Group Report recommendations and presented a proposed annualized agenda for the year ahead, recognising four priority issues that require guidance and support from the ExCom: the sustainability of the SUN Business Network and Civil Society Network, the prioritization of FCAS countries, a movement-wide approach to managing conflict of interest, and the added value of establishing a SUN risk management framework / register.

On the status of the OPS Group Recommendations, the Co-Chair emphasized that most of the recommendations were already brought to a closure or are on track. Of those that remain outstanding, it was noted that the finance-related recommendations for specific high-level donor and investor engagement both by and through the SDN and SBN to target increased nutrition-sensitive financing and investment require further discussion and agreement on a way forward. Additionally, the Ops Group report highlighted the need for risk-informed decision making. To respond to this, ExCom plans to develop a Movement-wide risk management framework should be concretized in 2023. This framework should encompass political, operational but also financial risks threatening the success of the SUN Movement such as SBN and CSN funding. It was proposed that the OPS Group recommendations are reported on in the next SUN Movement Annual Report in order to demonstrate full implementation and turn focus on the wider SUN Movement Strategy.

ExCom members welcomed the annualized meeting plan but asked that it be reviewed building on the conversation during [Session 6](#). It was agreed that the country focus of the agenda should stay (30-45 minutes of each meeting are reserved for countries) and that regional FPs should continue to engage with countries in their regions ahead of ExCom meetings to develop clear, strategic and concrete agenda items / asks.

With regard to conflict of interest, the importance of having and widely communicating, a clear SUN Movement approach on how to manage conflict of interest was highlighted. In some countries, companies who are directly or indirectly related to alleged violators of the International Code of Marketing of Breast-milk Substitutes and/or marketers of highly processed unhealthy foods are trying to join the SUN Movement, putting SUN FPs under pressure to provide guidance. It was agreed that the CSN will lead on the development of a SUN COI framework building on the work done in 2015 (i.e. the [Engaging in the SUN Movement: Preventing and Managing Conflicts of Interest - Reference Note and Toolkit](#)) and present a roadmap to the ExCom. It was also recognised that while guidance from the ExCom will be very useful in helping countries navigate challenges, national governments have the primary responsibility for setting nutrition policies and encouraging trust and mutual accountability of stakeholders in implementing those policies. Governments are expected to do so in compliance with existing laws and regulations, which should be informed by applicable international regulations and commitments made by that country.

The renewal of the ExCom (current ExCom mandate expires in October 2023) was discussed and the recommendation to consider extending current members, potentially until March 2024, was endorsed. An extension will allow time for a thorough review of the lessons learnt in implementing the reformed guiding documents of the ExCom (terms of reference and rules of procedure) and providing adequate institutional memory to guide important moments on the horizon (onboarding the new SUN Coordinator, preparing for the SUN Movement 2024 GG and evaluation). This proposal will be further

developed and shared with the Executive Committee for agreement before sharing with the Lead Group chair for endorsement.

The meeting concluded with a brief update on the support to youth engagement across and beyond SUN. The ExCom Youth Representative, Mike Khunga, requested that the ExCom and GSS support youth by:

- Championing and amplifying the work of SUN CSN National Youth Coordinators by becoming active allies of young people and being intentional about sharing the power.
- Inviting SUN CSN National Youth Coordinators to speak at high-level dialogues/events.
- Support SUN CSN National Youth Coordinators with resource mobilization activities to fund the programme and, in the future, expand it to new countries.
- Meet with SUN CSN National Youth Coordinators, either in person or during an interactive online session.
- Advocate for more ambitious commitments from the SUN Lead Group.

**Decisions and [action points](#):**

- Ops Group recommendations are reported on in the next SUN Movement Annual Report in order to demonstrate full implementation and turn focus on the wider SUN Movement Strategy.
  - Finance-related recommendations for specific high-level donor and investor engagement require further discussion and agreement on a way forward. (Rec. 10 [Ops Group Initial Report May 2021](#))
- ExCom plans to develop a Movement-wide risk management framework should be concretized in 2023
- The annualized ExCom agenda will be reviewed by Co-Chairs in light of the discussion and circulated with the ExCom for approval.
- SUN Executive Committee Government Focal Points Regional Representatives are encouraged to continue to engage with countries in their regions ahead of ExCom meetings to develop clear, strategic and concrete agenda items / asks.
- CSN, in close consultation with the GSS will lead on the development of a SUN COI position and procedure building on the work done in 2015 (i.e. the [Engaging in the SUN Movement: Preventing and Managing Conflicts of Interest - Reference Note and Toolkit](#)) and present a proposal to the ExCom.
- ExCom agreed to an in principle extension of the ExCom (potentially until March 2024). This proposal will be further developed and discussed with ExCom before it is submitted to the Lead Group Chair for endorsement.
- ExCom members to provide suggestions on how to further improve the ExCom submission template developed by the SMS.

## Annex 1: Abbreviated Agenda - Annual 2023 SUN Movement ExCom Retreat

The original detailed agenda, outlining session objectives can be found [here](#). All background documents and presentations are available [here](#).

### Annual 2023 SUN Movement Executive Committee Retreat Agenda (short version)

Time	Session title
<b>Monday 27 March</b>	
0900-1700	1. Closed Session - ExCom SUN Country Representatives only (with Co-Chairs)
<b>Tuesday 28 March</b>	
0900-0915	2. Welcome, review of previous meeting's actions and approval of retreat agenda
0915-1100	3. Leveraging and sustaining the unique contributions of the SUN Movement
1100-1120	Break
1120-1230	4. MSP functionality to deliver improved nutrition results
1230-1345	Lunch
1345-1545	5. Financing for Nutrition in SUN 3.0: status and way forward
1545-1600	Break
1600-1730	6. GSS alignment behind the objectives of SUN 3.0
<b>Wednesday 29 March</b>	
0900-1030	7. Mutual Accountability Framework implementation update and ExCom results
1030-1045	Break
1045-1215	8. Evaluating progress of SUN 3.0
1215-1330	Lunch
1330-1445	9. SUN Movement Global Gathering
1445-1500	Break
1500-1700	10. The ExCom year ahead 2023

## Annex 2: Attendance List

### In-Person Participation

1. **Karima Al-Hada'a** (additional country seat) Planning and Liaison Specialist, Ministry of planning and international cooperation, Yemen
2. **Richmond Aryeetey**, (MEAL / analytics), Professor, University of Ghana, Ghana
3. **Dr. Azucena Dayanghirang**, (Southeast Asia Representative), Executive Director of the National Nutrition Council, Philippines
4. **Augustin Flory**, (Finance Expert), Senior Fellow, Results 4 Development, Bangkok
5. **Connell Foley**, (Co-Chair), Director of Strategy, Advocacy and Learning, Concern Worldwide, Civil Society Network, Ireland
6. **Mike Khunga**, (Youth Representative) SUN Youth Leader for Nutrition, Civil Society Nutrition Alliance (CSNA), Malawi
7. **Andrew Kirkwood**, (ex-officio) Director, Europe and Central Asia Region, Switzerland
8. **Mathews Mhuru**, (additional country seat), SUN Government Focal Point, Zambia
9. **Mary Mpereh** (alternate Central and East Africa Representative), Ag. Director, Development Policy and Planning Division, SUN Technical Focal Point/Food Systems Co-Convener, National Development Planning Commission, Ghana
10. **Gladys Mugambi**, (Co-Chair), Head of Health Promotion and Scaling Up Nutrition Focal Point, Ministry of Health, SUN Focal Point/Country Coordinator, Kenya
11. **Dr. Patricia N'goran**, (West and Central Africa Representative) Coordonnateur du Conseil national pour la nutrition, Côte d'Ivoire
12. **Richard Pendame**, (alternate CSN Representative) Regional Director Africa, Nutrition International
13. **Abigail Perry**, (UNN Representative), Director of Nutrition, WFP, Italy
14. **Dr. Kiran Rupakhetee** (alternate Humanitarian Expert) Joint Secretary Good Governance and Social Development at the National Planning Commission (NPC), Nepal
15. **Dr. Said Shamsul Islam Shams**, (alternate Humanitarian Expert), WFP Programme Policy Officer (Nutrition), Afghanistan
16. **Marcy Vigoda**, (alternate ex-officio), Scaling Up Nutrition Movement Secretariat, Switzerland
17. **María Eugenia Villalobos-Hernández**, PhD. Jefe Unidad de Investigación Y vigilancia del Crecimiento y Desarrollo, Dirección Nacional de CEN-CINAI, Costa Rica

### Virtual Participation

18. **Helena Guarín** (alternate SDN Representative), Head, Nutrition and One Health, European Commission, International Partnerships, Belgium (part of Day 1)
19. **Dr George D. Kembo** (Southern Africa), Director General, Food and Nutrition Council Zimbabwe (Day 1)

**Regrets of Executive Committee Members who could not join:** Christine Campeau (CSN Representative), Global Advocacy Director, Care; Matt Kovac (SBN Representative) Food Industry Asia; Neil Watkins (SDN Representative), Deputy Director, Global Policy and Advocacy, Bill and Melinda Gates Foundation, Caroline Wilkinson, (Humanitarian Expert) Nutritionist, ICRC

**Observers:**

20. **Melanie Bruns**, SDN Secretariat, Facilitator
21. **Emily Heneghan**, SBN Secretariat, Global Co-Coordinator
22. **Stineke Oenema**, UN Nutrition, Executive Secretary
23. **Barbara Rehbinder**, SUN Civil Society Network Secretariat
24. **Alexandre Brecher**, Communication & Advocacy Advisor, (SMS)
25. **Nana A. Mensah Abrampah**, MEAL & Knowledge Management Advisor, SMS
26. **Frederic Cave**, Political Affairs Advisor,
27. **Jennifer Ferguson-Mitchell**, Communications & External Relations Advisor,
28. **Elena Gaino**, Head of Operations,
29. **Anne-Sophie Lenoir**, Assistant to Coordinator,
30. **Joshua Levens**, Resource Mobilization Advisor,
31. **Paul Mazza**, Governance Specialist,
32. **Sonia Ancellin-Panzani**, Head of Country Action,
33. **Maria Pizzini**, Governance Advisor, SMS
34. **Maria Schiavo**, Communications Analyst, SMS
35. **Fiorella Tolentino**, SMS

**External Facilitator**

36. **Jane Keylock**, Consultant, NutritionWorks