

	Activity	Responsibility	Indicators	Means of verification	Annual Target	
<b>SO 1: Strengthen and sustain strong policy and advocacy environments at subnational, national, regional and global levels to position nutrition outcomes as a key maker and marker of sustainable development</b>						
<b>SMS Outcome 1.1: SUN Country-driven advocacy and communications to influence systemic change and better integration of nutrition into key SDG workstreams and other global agenda, such as climate change and food systems, with a focus on women, girls, youth and vulnerable populations</b>						
Output 1.1.1 Targeted engagements by the SUN Coordinator to advocate for systemic changes and better integration of nutrition into key SDG workstreams and other agenda, such as climate change, food systems and gender, necessary to advance SUN Country priorities	1.1.1.1	Development of a core set of thematic briefs and messages on the links between nutrition, health, gender, food-systems, climate change and other relevant topics	Head of PFN	Number of thematic briefs/messages produced and weblinks on SUN website added	Thematic briefs published on the SUN website	Three
	1.1.1.2	Facilitate SUN Coordinator participation in external engagements with SUN stakeholders and key decision makers, providing draft talking points, speeches, interventions and calls to action for the SUN Coordinator that advocate for financial and policy commitments on nutrition	Political Advisor/Nutrition Advisor/Food Systems Strategic Advisor/Senior Finance Advisor/Gender Advisor/ Resource Mobilization Advisor	Number of global events and other engagements with SUN Coordinator participation	Visit reports	12
	1.1.1.3	Develop a schedule and a prioritized set of key global moments to create an engagement plan for SUN Movement Coordinator throughout the year	Political Advisor	Schedule created with prioritization	Documented schedule	One
	1.1.1.4	Develop external communications products for SUN Coordinator engagements, including in social media and traditional media (e.g. op-eds, interviews, video statements on key issues, etc.)	Head of Communications	Number of communications and advocacy engagements	Products published on SUN digital channels	5 media engagements; 10% growth of the Coordinator's follower count
Output 1.1.2 Country-led engagements with key global agenda and SDG workstreams, such as climate change and food systems, are supported, with a focus on women, girls, youth and vulnerable populations, to advocate for the systemic changes and better integration of nutrition necessary to advance SUN Country priorities	1.1.2.1	Facilitate the development, coordination and implementation of a country-driven and country-led SUN Movement advocacy strategy, with a focus on women, girls, youth and vulnerable populations, that uses the SUN Movement's convening role necessary to advance SUN Country priorities	Communication and Advocacy Advisor	Annual advocacy plan developed	Results against strategy key performance indicators that will be part of the plan	KPIs achieved
	1.1.2.2	Identify opportunities for SUN Countries to amplify messages for key policy agendas (COP29, WHA, CFS, Nutrition for Growth) identified in the annual advocacy plan, develop a road map with focal points for each event, and support countries with pre-event briefs when requested	Political Advisor / Nutrition Advisor / Food Systems Strategic Advisor	Roadmaps for key global policy events developed	Documented road map	100% of annual advocacy plan's key events have engagement road maps
	1.1.2.3	Develop external communications products for SUN Countries' engagements related to the events	Head of Communications	Number of communication products developed	Communication products published	At least two per event
	1.1.2.4	Implement the SUN Movement Communications Strategy: Develop, maintain and update corporate communications tools and elements including SUN website improvement	Head of Communications	Improvement on the analytics against set key performance indicators on the strategy	Quarterly and yearly analytics reports by Comms team	10% increase against KPIs
	1.1.2.5	Provide Lead Group members and other members of SUN Movement with thematic briefs and curated knowledge and information on the key themes and trends impacting nutrition	Head of Communications	Number of thematic briefs and communication products provided on request	Briefs and communication products	Four
	1.1.2.6	Provide SUN Countries that request assistance with technical tools such as e-learning modules, virtual and in-person support with content production to help them foster and sustain a favourable environment for multi-stakeholder and multisectoral advocacy	Communication and Advocacy Advisor	% of requests addressed	Technical assistance tracking tool	70%
	1.1.2.7	Set up and support of a Friends of Nutrition group in Geneva convening Member States on nutrition-relevant agendas	Political Advisor	Group established and meeting	Meetings held	Two meetings
<b>SMS Outcome 1.2: Partnership and collaboration with priority regional and global intergovernmental organizations and states so that SUN Country nutrition priorities inform their policies and financing and nutrition is integrated into their agenda for the SDGs, climate change, food systems, gender equality and women's empowerment</b>						
Output 1.2.1 Collaborations with prioritized regional and global partners are implemented together with SUN Movement Networks and governance bodies, aiming to better position nutrition and support for country priorities, including climate, food system, gender equality and women's empowerment	1.2.1.1	Identify, prioritize and define engagement plans for strategic regional partners that can influence the better positioning of nutrition and support country priorities, including climate, food system, gender equality and women's empowerment (hubs defining priority partnerships)	Head of CAT/Regional Representatives	Number of engagements with regional entities	Hub dashboard	Three engagements per hub
	1.2.1.2	Develop and test strategic intent for SUN engagement in food systems and climate, including strategic partnerships to better position nutrition and strengthen the links among nutrition, food systems and climate change and define the value proposition of the SUN Movement	Food System Strategic Advisor	Number of global partner events and processes with SUN participation	Meeting notes	Five events, new partnership intents, one strategic approach
	1.2.1.3	Identify and define an engagement plan with gender-focused organizations and networks on integrating gender-responsive nutrition action in global, regional and national policies and guidelines	Gender Advisor	Number of partnerships established with clear terms of reference or agreement of engagement with SUN	Partnership terms of reference/agreements	Two
	1.2.1.4	Develop an engagement plan for the Inter-Parliamentary Union and other parliamentary organizations or groups at global and regional levels	Political Advisor	Number of engagement plans developed at each level	Documented plan from each hub and the political adviser	Three
	1.2.1.5	Develop an engagement plan for Geneva based key nutrition-related stakeholders (WHO, GAVI)	Nutrition Advisor	Number of engagement plans developed	Documented engagement plan	Two
	1.2.1.6	Develop a Geneva engagement plan with Member States	Political Advisor	Number of engagement plans developed	Documented engagement plan	One
	1.2.1.7	Strengthen and expand SMS donor relations, including building greater connections with donors in different locations (Geneva, Rome, New York)	Head of PFN	Number of donor meetings and engagements made in each location	PFN reporting	One per donor per location
Output 1.2.2 In fragile and conflict-affected situations, strategic partnerships with regional and global intergovernmental organizations are established to better position nutrition and support the priorities of countries	1.2.2.1	Explore and develop strategic partnerships to leverage support for countries	Convergence Hub Regional Representative	Number of partnerships explored	Convergence Hub dashboard	Three partnerships explored
	1.2.2.2	Advocate to create favorable policy environments at global and national levels	Convergence Hub Regional Representative	% of SUN Government Focal Points feeling supported by the hub in identifying entry points for nutrition across the humanitarian and development space	Hub/regional survey	70%
<b>SO2: Develop and align shared country priorities for action, including government financing for nutrition, resource mobilization, innovative funding, integration of gender equality and joint network planning</b>						
<b>SMS Outcome 2.1: SUN Countries are supported to improve policy coherence, planning and implementation of multisectoral nutrition actions, including gender equality and empowerment, climate and food systems</b>						
Output 2.1.1 SUN Countries are supported in improving multisectoral nutrition policy, planning and implementation, addressing gaps in gender equality and empowerment and coherently integrating nutrition within climate and food systems policies	2.1.1.1	Work with and support SUN Government Focal Points for increased engagement and mobilization of national networks to elevate the nutrition agenda in the country	Head of CAT/Regional Representatives	Country visit and engagements with SUN Government Focal Points include focus on elevating nutrition agenda	Country visit reports	100%
	2.1.1.2	Support the development and renewal of costed national nutrition plans and/or strategies that promote policy coherence across food systems, climate change, gender equality and empowerment	Head of CAT/Regional Representatives	% of requests met	Hub dashboard	100%
	2.1.1.3	Upon request, broker support for countries for the implementation of their nutrition policies, plans and commitments	Head of CAT/Regional Representatives	% of requests met	Hub dashboard	80%
	2.1.1.4	Support countries in tracking progress in the implementation of their nutrition policies, plans and commitments	Head of CAT/Regional Representatives	% of countries tracked	Hub dashboards	100%
	2.1.1.5	In close collaboration with SUN stakeholders and networks, facilitate support for greater coherence among national nutrition, food systems and climate strategies, policies and commitments	Food System Strategic Advisor	Number of guidance documents developed/updated Evidence of integration in food systems and nutrition processes (e.g. MSPs) and products (food systems action plans, revised national nutrition plans) Number of commitments and activities organized with partners	SUN website metrics; meeting records	Three guidance products Two food systems sessions at the SUN Movement Global Gathering New partnership commitments
	2.1.1.6	Support the development and dissemination of guidance on the greater coherence and integration of gender and adolescent nutrition in national nutrition plans and commitments	Gender Advisor	Number of gender-focused resources and tools developed in collaboration with the SUN Movement and made available on the website and communication channels	SUN website metrics and communications reporting	Two
Output 2.1.2 National Multi-Stakeholder Platforms are supported by regional hubs	2.1.2.1	Work with and support the Global Support System and SUN Government Focal Points for increased engagement and mobilization of national networks in MSPs, including leveraging support from SDN for country-level support to civil society organizations and small and medium enterprises and especially for the engagement of the private sector and business	Head of CAT/Regional Representatives	% of MSPs with national network participation % of MSP action plans that have actions aimed at engaging the private sector	Hub dashboard	50% of MSPs with national network engagement
	2.1.2.2	Encourage and support countries in the follow up and guidance for the creation of new networks, including through support from networks at global and regional level	Head of CAT/Regional Representatives	% increase in the number of requests for creation of new networks at the country level	Hub dashboard/notes GSS Regional Hub calls	50% of requests are jointly addressed by SMS and Global Networks
	2.1.2.3	Work with and support the Global Support System and SUN Government Focal Points within countries to identify challenges and bottlenecks and identify and capture good practices related to the functioning of MSPs	Head of CAT/Regional Representatives	Number of countries in each region that have reviewed, are considering or are measuring the functionality of their MSP	Hub dashboard	MSP functionality reviewed once per year in 80% of countries in each hub
<b>SMS Outcome 2.2: Increased nutrition financing opportunities for SUN Countries</b>						

	Activity	Responsibility	Indicators	Means of verification	Annual Target	
Output 2.2.1 Countries are supported in maximizing existing and mobilizing new domestic and international sources of funding for nutrition, including climate financing, through SUN finance pilots and partnerships	2.2.1.1	In collaboration with the GSS, FCDP, C4N and wider SUN finance partners, facilitate country-specific financing support to SUN Countries through partnerships, advocacy, capacity building, technical assistance and project pipeline development	Resource Mobilization Advisor	Number of SUN finance pilots implemented	SUN Finance Pilot Reports	Minimum three
	2.2.1.2	Organize and support a series of regional capacity-strengthening and awareness-raising events on nutrition financing (with FCDP and C4N support)	Resource Mobilization Advisor	Number of events	Event reports	One per region
	2.2.1.3	Strengthen partnerships with key donors and investors from the nutrition, health, food systems, climate and other relevant sectors, including the regional development banks	Senior Finance Advisor	Number of financing opportunities identified	Hub dashboard	One per hub
	2.2.1.4	Support and facilitate nutrition finance discussions at the SUN Movement Global Gathering	Senior Finance Advisor	GG theme on financing is organized	Global Gathering report	One
Output 2.2.2 Nutrition financing promoted in key regional and global processes and replenishments	2.2.2.1	Engage and influence critical global and regional processes and financing mechanisms to integrate and fund nutrition action	Senior Finance Advisor	Number of engagements with global and regional financing mechanisms such as GCF, WB, MDBs	Mission and meeting reports	Three mechanisms
<b>SO3: Build and strengthen country capacity to develop, prioritize, finance, implement and track nutrition actions through strengthened technical assistance and knowledge management</b>						
<b>SMS Outcome 3.1: Increased engagement of SUN Movement stakeholders in knowledge management and learning</b>						
Output 3.1.1 A strong regional dynamic is maintained that fosters learning, exchange and mutual support within and among countries	3.1.1.1	Create opportunities for peer-to-peer exchanges	Head of CAT/Regional Representatives	Number of peer-to-peer exchanges (virtual or on site) facilitated	Peer-to-peer mission reports and call recordings	15
	3.1.1.2	Facilitate and broker regional workshops and trainings on gender by the SMS or SUN partners, as appropriate	Gender Advisor	Number of gender and nutrition webinars facilitated	Webinar report and metrics (participants, Q&A, etc.)	Four
	3.1.1.3	Identify and respond to MEAL-related learning priorities of countries	MEAL/KM Advisor	Number of country MEAL-related learning priorities addressed	MEAL/KM team meeting notes	One per quarter
Output 3.1.2 Learning and knowledge management tools and processes for the SUN Movement are developed, updated and shared	3.1.2.1	Identify and document learnings and good practice from countries and invite networks to document their learnings and good practices	MEAL/KM Advisor	Number of good practices documented Number of case studies developed	KM materials summary sheet New online tool or platform	Two good practices per month Two case studies per year developed
	3.1.2.2	Strengthen and support learning and knowledge sharing across the SUN Movement, including through updating communication platforms for SUN Movement data and information	MEAL/KM Advisor			
	3.1.2.3	Convene and facilitate the work of the Global Support System MEAL/KM Task Team	MEAL/KM Advisor	GSS MEAL/KM task team meets quarterly	Meeting minutes	4 GSS MEAL/KM Task Team meetings
Output 3.1.3 SUN Movement Global Gathering	3.1.3.1	Plan, design and implement the 2024 SUN Movement Global Gathering	Programme Management Senior Officer	Detailed project plan made	Work Plan for the Global Gathering project	One
	3.1.3.2	Coordinate the participation of Lead Group and Executive Committee members at the SUN Movement Global Gathering	Governance Advisor	Number of sessions with active participation of Executive Committee and Lead Group members	Agenda and report of the Global Gathering	50% of Executive Committee members and 50% of Lead Group members
	3.1.3.3	Procure logistics for and handle the administration of the event	Head of Ops	Company contracted	Performance of the company and satisfaction survey from participants	One
	3.1.3.4	Programme and thematic preparation	SMS Director	Programme developed	Online programme	One
	3.1.3.5	Support SUN Country engagement and participation in the Global Gathering, including soliciting funding for delegations	Head of CAT/Regional Representatives	Delegations attend the Global Gathering	Attendance records and online programme	Number of SUN Countries attending
	3.1.3.6	Develop and implement a communications and advocacy plan for the Global Gathering	Head of Communications	Plan made and implemented	Communications KPIs	TBD
<b>SMS Outcome 3.2: Strengthened capacity of SUN Country stakeholders through technical assistance and leadership support</b>						
Output 3.2.1 Technical assistance to countries is coordinated and brokered from SUN networks and other regional and global partners	3.2.1.1	In collaboration with the SUN Networks and the Finance Capacity Development Platform, adapt and maintain a global mechanism to collect and respond to country technical assistance requests, including tracking technical assistance and holding an annual round table on technical assistance needs	MEAL/KM Advisor	Number of quarters the joint technical assistance tracker is updated	Global Support System technical assistance tracker	Four
	3.2.1.2	Coordinate with global nutrition information system technical assistance providers and initiatives (e.g. NIPN, DataDENT and other Nutrition Data Partners Group members) through regular update meetings and the sharing of SUN Country challenges and successes	MEAL/KM Advisor	Number of NDPG meetings attended in which SUN Country updates are provided to the group	NDPG updates circulated to group	Two times per year
Output 3.2.2 SUN Government Focal Points and their teams are provided with strategic advice and leadership support from SMS Regional Hubs to fulfil their responsibilities	3.2.2.1	Provide leadership advice and support to SUN Government Focal Points and their teams	Head of CAT/Regional Representatives	SUN Government Focal Points report the receipt of support from the hub team	SUN Government Focal Point survey	75%
	3.2.2.2	Analyse, consult and advocate for the best solution for each country, including the consideration of gender, with respect to the nomination and positioning of SUN Government Focal Points	Head of CAT/Regional Representatives	% of SUN Countries in which the SMS has taken steps to address the challenges identified with the positioning of the SUN Government Focal Point	Hub dashboard	70% of the position challenges addressed with initiatives
	3.2.2.3	Facilitate coaching and mentoring and access to professional development resources	Head of CAT/Regional Representatives	Number of new SUN Government Focal Points onboarded	Hub dashboard, peer-to-peer documentation report and call recordings	100%
<b>SO4: Ensure governance of SUN that promotes country leadership and responsibilities of government, aligns the resources of all Movement stakeholders behind country priorities, and strengthens mutual accountability among Movement stakeholders and those most at risk of malnutrition with robust mechanisms to encourage and ensure such promotion, alignment and mutual accountability</b>						
<b>SMS Outcome 4.1: Strengthened mutual accountability and mechanisms to monitor progress in achieving SUN 3.0 objectives at all levels within the SUN Movement</b>						
Output 4.1.1 SUN Countries are supported in monitoring, reflecting upon and sharing national progress being made on nutrition on an annual basis	4.1.1.1	Coordinate planning for JAA process, updating existing guidance documents, and attend JAA meetings combined with technical country visits, when possible	MEAL/KM Advisor	Number of JAA launch webinars held	JAA launch webinar recordings	Five regional webinars held
	4.1.1.2	Promote, monitor and support countries in holding JAA meetings and sharing their meeting outcomes on the JAA data entry platform and ensure that the Regional Hubs support countries in entering quality JAA data and reviewing reports while at the same time updating the hub dashboards	Head of CAT/Regional Representatives	Number of JAA reports submitted by countries in online platform	JAA dataset	60 countries submit to JAA reporting platform
	4.1.1.3	Support the Regional Hubs in reviewing and improving the quality of JAA data entered by countries and support the use of the JAA data, ensuring feedback to countries, the Global Support System and the Executive Committee.	MEAL/KM Advisor	% of JAA reports reviewed	JAA dataset	100% of country JAA reports reviewed
	4.1.1.4	Develop/update SUN Country profiles annually	Head of Communications	% of country profiles developed	Web and PDF country profiles	80% of countries that submitted a JAA have an updated country profile
Output 4.1.2 SUN governance structures across the Movement are supported to strengthen mutual accountability	4.1.2.1	Draw learning from 2022-2023 Mutual Accountability Framework pilots to inform an updated approach to mutual accountability, linked closely with the findings within the SUN 3.0 evaluation	Governance Advisor	Updated approach to mutual accountability	Document agreed upon by the Executive Committee	One
	4.1.2.2	Support SUN Countries in integrating Mutual Accountability Framework-inspired discussions into existing processes (e.g. JAA, national nutrition plan review, MSP functionality assessment)	MEAL/KM Advisor	Number of MAF-inspired tools made available to countries on the SUN website	SUN website - MEAL site	One toolkit developed and uploaded to the SUN website
Output 4.1.3 SUN Movement strategy implementation and achievement are monitored, evaluated and communicated	4.1.3.1	Strengthen SUN Movement monitoring of progress	MEAL/KM Advisor	SUN 3.0 Indicators of Success update produced	Minutes of the Executive Committee annual meeting	One update brief
	4.1.3.2	Implement the evaluation process of SUN 3.0	MEAL/KM Advisor	Evaluation implemented and report submitted	Evaluation report	One evaluation completed by the end of 2024
	4.1.3.3	Work with the Global Support System MEAL/KM task team to develop regular reports on SUN Movement progress and activities	MEAL/KM Advisor	Reports produced	Reports available	Three
	4.1.3.4	Produce and publish the SUN Movement annual report	Head of Communications	Annual report finalized	2023 annual report	One
<b>SMS Outcome 4.2: SUN governance is supported with equitable and timely access to information and spaces for collective decision-making</b>						

	Activity	Responsibility	Indicators	Means of verification	Annual Target	
Output 4.2.1 The SUN Lead Group and Executive Committee are supported by SMS in the fulfilment of their responsibilities	4.2.1.1	Organize an annual in-person Lead Group meeting from the conceptualization of objectives and agenda, to the preparation of Lead Group member and team engagement	Governance Advisor	Number of meetings held	Meeting outcome document	One in-person meeting of the Lead Group
	4.2.1.2	Identify and facilitate opportunities for Lead Group member engagement	Governance Advisor	% of Lead Group members actively promoting SUN priorities and approach	Engagement tracking by the governance team	50% of Lead Group members actively engaged in SUN activities
	4.2.1.3	Coordinate Lead Group membership renewal process in coordination with the United Nations Secretary-General's Office	Governance Advisor	Renewed SUN Lead Group membership	UNSG announcement of renewed Lead Group	30% new Lead Group members
	4.2.1.4	Coordinate and prepare annual Executive Committee meetings, including agenda development and preparatory calls	Governance Advisor	Number of meetings held and feedback from co-chairs	Minutes / report of meetings	Four (three virtual and one in-person retreat)
	4.2.1.5	Engage with Executive Committee focal points representing SUN regions at the Executive Committee in preparation to and follow-up of Executive Committee meetings to ensure that regional and country needs and perspectives are represented at the meetings and that key decisions are disseminated	Head of CAT/Regional Representatives	Number of engagements with Executive Committee focal points from SUN regions	Minutes of meeting / meeting log	Six
	4.2.1.6	Organize and document the renewal of the Executive Committee in line with its rules of procedure and onboard new Executive Committee members	Governance Advisor	Renewed Executive Committee is approved by the Lead Group chair	Minutes of the Executive Committee meetings	Full Executive Committee composition renewed
Output 4.2.2 Coordination and collaboration between SUN Networks and the SMS are facilitated and strengthened	4.2.2.1	Facilitate collaboration between the SUN Networks and the SMS to act as the Global Support System	Head of PFN	GSS action plan implemented	GSS progress reports to the Executive Committee	High level
	4.2.2.2	Facilitate linkages among Global Support Group governance structures, Executive Committee and Lead Group representatives, with regular engagement of network leadership and governance with the SUN Coordinator	Governance Advisor	Executive Committee and Lead Group meetings with clear inputs and engagement by GSS governance	Meeting minutes	100% of Executive Committee and Lead Group meetings
	4.2.2.3	Align fundraising efforts across the SUN Movement to actively solicit funding for the SUN Business Network and Civil Society Network secretariats	Head of PFN	GSS fundraising and alignment plan created	Notes and meeting minutes and PFN reporting	
Output 4.2.3 Effective governance of the Finance Capacity Development Platform, in collaboration with other parts of the SUN Movement	4.2.3.1	SUN Coordinator is supported in chairing the Finance Capacity Development Platform board, which is responsible for strategic leadership, overall direction and oversight in relation to the Finance Capacity Development Platform	Head of PFN	Board meetings attended	Board minutes	Four
<b>Outcome 5.1: The SMS is managed effectively to implement the work plan and realize strategic objectives</b>						
Output 5.1.1 SMS fundraising and reporting	5.1.1.1	Fundraising for SMS based on resource mobilization plan	Head of PFN	Resource mobilization plan developed	Documentation of plan	One
	5.1.1.2	Produce the SMS annual report	Head of Communications	Finalized 2023 SMS progress report	SMS progress report sent to donors by June 2024	One SMS report
Output 5.1.2 Strategic monitoring and evaluation	5.1.2.1	Monitoring and evaluation of (this) SMS workplan and logframe	MEAL/KM Advisor	Progress against SMS logframe and 2024 work plan	SMS progress reports	Two SMS progress reports per year
	5.1.2.2	SMS teams take stock of progress against the work plan every quarter	SMS Team leaders (Head of PFN, Head of CAT, Head of Ops, Head of Comms, Governance Advisor)			
Output 5.1.3 Management, planning, strategy adjustment	5.1.3.1	Operational needs to deliver on the SMS workplan are met as per UNOPS rules and regulations	Head of Ops	Operational needs are met on time and satisfactorily delivered	Monthly review meeting with the director	100% of Ops needs are met on time
	5.1.3.2	Improving the internal communication of the SMS	Head of Communications	Improved internal communication within the SMS	Up-to-date communications platform	Communication platform
	5.1.3.3	Develop a 2025 budget and workplan	SMS Director	Finalised 2025 workplan and budget	2025 workplan and budget	2025 workplan and budget
	5.1.3.4	Take action on the recommendations from the Hubs internal review	Head of CAT	Number of recommendations addressed to strengthen Regional Hubs	Hub reports	70% of internal review recommendations are implemented
	5.1.3.5	Respond to and take action on the results of the SUN 3.0 evaluation	SMS Director			
	5.1.3.6	Effectively manage teams and their performance	SMS Team leaders (Head of PFN, Head of CAT, Head of Ops, Head of Comms, Governance Advisor)	Work Plans and quarterly meetings	Performance appraisals/quarterly management meeting	100%