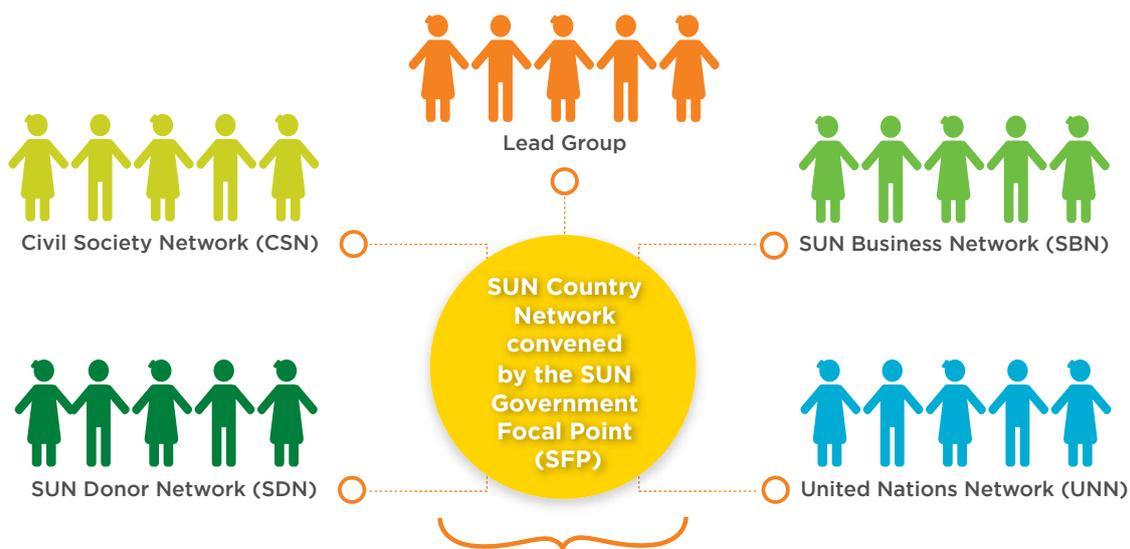






SUN supporters



SUN Movement Coordinator and Executive Committee and Multi-stakeholder Working Groups (MWG) facilitated by the SUN Movement Secretariat

The SUN Movement is driven by a dedicated set of change agents. Member Countries, led by governments, are the core of the SUN Movement, leading national efforts with a wealth of experience, insight and capacity. Currently the Movement is led by 57 countries and the Indian States of Maharashtra, Jharkhand and Uttar Pradesh.

All the stakeholders in the Movement are changing their behaviours and committing to achieving common nutrition results:

- At the global level, civil society, donors, businesses and UN agencies are organised into Networks. Each of the Networks has a global Steering Committee and a Secretariat which work to support the establishment and functioning of Networks at the country level. They provide support and technical assistance, ensure timely exchange of information, and monitor and evaluate achievements
- The SUN Movement Coordinator leads and strengthens collaboration between stakeholders and advocates for improving nutrition at country, regional and global levels
- The SUN Movement Secretariat (SMS) provides support to its members' work and facilitates Movement-wide sharing and learning opportunities. The SMS enables access to technical assistance and support aligned with the SUN Movement's principles



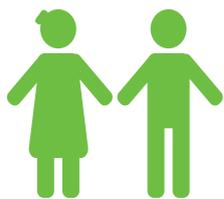
- The SUN Movement Executive Committee oversees and supports the implementation of the SUN Movement Strategy and Roadmap and strengthens accountability within the Movement
- The SUN Movement’s Lead Group, consists of prominent leaders and change makers who have pledged to position nutrition at the highest levels and provide inspiration, action and direction on a global scale. They are figureheads for nutrition and carry out strategic advocacy to ensure it grows as a global priority.

4.1 The SUN Movement Networks

The SUN Movement Networks are made up of actors from different stakeholder groups (UN, civil society, donors and business). The oversight mechanisms of the Networks, which are self-organised, steer the Networks’ workplans and are responsible for alignment with the SUN Movement Strategy and Roadmap and are responsible for transparent reporting of progress and achievements through the Movement’s Annual Progress Report. SUN Networks are supported by Network facilitators and their Secretariats, who enable their members’ contributions and promote the values and principles of the Movement. At the country level, members of the SUN Networks support their respective national governments by participating in multi-stakeholder platforms and aligning their activities behind national objectives.



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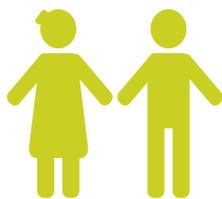
The SUN Business Network (SBN) works to find the solutions required to end malnutrition through business, markets and people. It mobilises business efforts in support of the SUN Movement and to ensure all people realise their right to good food and nutrition. The SBN aims to build a group of progressive businesses to develop profitable, sustainable and innovative business models required to scale-up nutrition globally and within countries. Working in partnership with governments, civil society, donors and UN agencies, the SBN supports SUN Countries to develop their own country-led approach to scaling up nutrition.

Progress at a glance

- **13** countries have established SUN Business Networks
- **10** SUN Countries are building national SUN Business Networks in 2016 with support of the SBN global team
- **6** national SBNs have been supported to raise funds from national sources
- The first National SBN Investment Fund was established to catalyse new investments from national companies in nutritious food and services in Mozambique
- **32** SUN Countries have participated in SBN regional workshops in 2015 and identified priorities for business engagement
- Agricultural value chains, food fortification are the two top priorities for business engagement in SUN Countries
- Best practice guides and toolkits for engaging business have been developed for policy makers
- Over **300** companies have joined: 75% of which are national companies or small and medium-sized enterprises
- Global commitments from SBN members aim to reach **166** million consumers with improved nutrition across SUN countries, each year, by 2020
- The SBN has developed strategies for sustaining regional support to national networks in Asia and Africa.

Priorities

- The SBN has developed an online toolkit for SUN Countries to support the development of national business networks and will continuously update best practice tools
- Established national SBNs are leading efforts to develop national action plans to identify barriers and opportunities for investment in nutrition for national companies
- The SBN is supporting a further **10** countries to establish and fundraise for national business networks
- Funds have been secured to develop a mapping tool to match SUN country requests for support with commitments and competencies from SBN companies
- The SBN is establishing a Virtual Responsible Marketing & Nutrition Academy. This will act as a central repository for guidance on establishing market research, consumer insight research and around product formulation issues.
- **2** major consumer market research studies on nutrition have been completed in Nigeria and Tanzania to help SBN understand the gaps in consumer demand and market supply for nutritious products – and stimulate business action to address this.



The SUN Civil Society Network (CSN) contributes to ensuring that policy, plans and pledges are implemented in the interest of people and reach the populations most vulnerable to malnutrition. National civil society alliances unite diverse organisations, contribute to implementing nutrition priorities, coordinate advocacy and action on nutrition at all levels, ensure government policies and plans reflect the realities of those who suffer the most, ensure rights are realised and they strengthen citizen action and inclusion in decision-making processes. At the global level, the SUN Civil Society Network (CSN) supports the formation of effective national civil society alliances (CSAs) and their contribution to long-term national nutrition efforts. It supports access to funding, cross learning, capacity building and seeks to accelerate CSA establishment, strong governance and effective advocacy. The SUN CSN have also developed a 2016–2020 strategy, which seeks to maximise national and global advocacy efforts, strengthen accountability of all stakeholders, bolster learning and quality support to SUN CSAs, ensure gender-driven approaches and ensure citizen participation, among other objectives.

Progress at a glance

- Supported the establishment and strengthening of national Civil Society Alliances in **39** countries coordinating more than **2.000** civil society organisations who have become essential contributors to scaling up nutrition. These alliances have united community groups, national CSOs and international civil society organisations at national and sub-national levels
- Coordinated civil society advocacy and action on nutrition at national, sub-national levels with contributions to key international events (such as the Nutrition for Growth meeting in Brazil).
- Enriched nutrition policies through facilitating civil society consultation nationally and regionally as well as provision of technical expertise in country
- Channeled expertise, evidence, and the realities of those suffering from malnutrition into government policies and plans
- Supported governments to ensure multi-sectoral efforts for nutrition
- Ensured accountability of governments and other actors for nutrition commitments
- Established nascent regional groupings for civil society alliances to allow for improved experience sharing and collaboration.

Priorities

- Financial sustainability and fundraising capacity strengthening and support to access funding
- Understanding what works best in tracking advocacy impact and sharing experiences
- Good practice documentation, sharing and learning
- Scaled up governance and internal accountability support (including conflict of interest guidance, conflict management, institutional strengthening and support in the establishment of a CSA, as well as strengthening secretariats in their coordination role and financial systems)
- Membership engagement, including good practices and guidance
- Robust accountability mechanisms linking CSA accountability with global secretariat good practice
- Technical assistance for the development of impactful and aligned advocacy strategies and plans
- Capacity strengthening for impactful advocacy
- Budget analysis advocacy, based on timely budget analysis and tracking, for increased investments in nutrition.



The SUN Donor Network (SDN) brings together development partners, including bilateral donors, foundations and development banks, in support of SUN Countries. The SDN seeks to maintain high-level political commitment for nutrition as well as to advocate for country access to more and better financing for nutrition at all levels. Further to increasing accountability and measuring progress in mobilising resources, the SDN is committed to continue tracking donor spending on nutrition. Beyond this, the SDN strives for better coordination and transparency of approaches to nutrition in support of countries and alignment with the national nutrition plans.

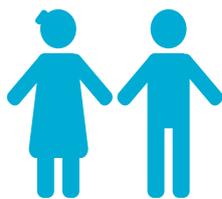
Progress at a glance

The SUN Donor Network has finalised a strategy, which is currently under implementation. The main focuses include:

- Developing and providing high-level strategic messaging to sustain political commitment on nutrition
- Collection and compilation of global information and data on available initiatives, programmes and funding, such as the a recent data mapping initiative and making such tools available to all SUN Countries
- Supporting donor conveners in SUN Countries with capacity strengthening to fulfill their role and capacity building of SUN Government Focal Points
- Providing access to information on available funding mechanisms and sources to SUN Countries, enabling countries to access those funds
- Striving for better coordination and transparency of country support among donors aiming at all support being aligned with the national nutrition plans
- Beyond these aspects, a large part of the donor engagement is to provide funding for the SUN Movement Support System.

Priorities

- Improve coordination among donors at global and country level
- Better harmonise donor approaches to nutrition including aligning behind common results frameworks and establishing common messages for systematic use
- Strengthen coordination around global events and processes
- Play a more deliberate role in capacity building at the country level
- Strengthen the SDN Country-level focus:
 - » Improve the mechanism and structures for coordination at country level among donors and with other SUN Structures
 - » Revise the Donor Convener role to meet the requirements of country structures
- Improve the understanding of available funding and their mechanisms
 - » Understand and communicate the landscape of various methods for multi-sectoral and bilateral funding at the global level with a break down to countries.



The UN Network for SUN (UNN) is a catalytic force assisting all SUN Countries to significantly accelerate the scale-up of their efforts to improve nutrition, ultimately leading to sustainable capacity in nutrition governance and reduced malnutrition. The UNN brings together all UN agencies working in nutrition to support governments in an efficient, effective, and coordinated way. The UNN seeks to increase the human and institutional capacities of governments and country stakeholders, focusing on strengthening sectoral and multi-sectoral nutrition policies, plans and programmes, coordination, advocacy, monitoring and evaluation (M&E) and knowledge management, ensuring that no one is left behind.

Progress at a glance

- At global level, the UNN/REACH Secretariat:
 - » Developed the UN Network for SUN strategy (2016-2020) and accompanying M&E Framework, to guide UN collective action in nutrition
 - » Developed tools and guidance such as the Compendium of Actions for Nutrition (CAN), the Capacity Assessment Guidance Package, the Checklist for Good Quality Nutrition Plans, the UN Network Guidance Package on the UN Nutrition Inventory and UN Nutrition Agenda.
- At country level,
 - » UNN, established in all SUN countries, carried out, with technical backstopping from the UNN/REACH secretariat, the UN Nutrition Inventory exercise (completed in 6 countries, on-going in 8 countries), the UN Nutrition Strategy (completed in 1 country), Inter-Agency Planning Retreats (in 6 countries), and joint programmes
 - » REACH²⁴ continued to play a prominent role to strengthen nutrition governance and UN coordination through neutral facilitation, analytical and capacity development support, being recognized as SUN 'boots on the ground'
 - » UNNs, with REACH, provided technical assistance, including normative guidance, to support government capacities to scale-up nutrition in a more aligned and coordinated manner
 - » The UNN, through REACH, helped conduct Stakeholder and Nutrition Action Mapping (in 10 countries), Multi-sectoral Nutrition Overview (in 8 countries) and Policy and Plan Overview (in 6 countries)
 - » National nutrition advocacy efforts were also supported including sensitization of Parliamentarian on nutrition, development of nutrition advocacy briefs, and identification of nutrition champions, among others
 - » REACH, along with other stakeholders, facilitated the development/review of national multi-sectoral nutrition action plans in 8 countries and policy formulation/review efforts in 5 countries. Efforts were also targeted to the establishment of implementation tracking mechanisms for multi-sectoral action plans and nutrition information systems and platforms
 - » National nutrition coordination structures were strengthened across all REACH countries.

Priorities

- Harmonising and coordinating UN nutrition efforts, using diagnostic, analytical and strategic planning tools
- Promoting the adoption of joint UN approaches in support of national priorities, maximizing synergies and minimising duplications
- Strengthening mutual accountability for nutrition by tracking UN collective efforts in support of national nutrition priorities
- Providing expertise to countries to strengthen the scale-up of nutrition actions and nutrition governance processes.

²⁴ REACH has provided support to 17 Countries during the reporting period including: Ethiopia, Bangladesh, Ghana, Mali, Mozambique, Nepal, Rwanda, Tanzania, Uganda, Niger, Burundi, Chad, Burkina Faso, Haiti, Senegal, Myanmar and Guinea.

4.2 The SUN Movement Lead Group



The SUN Movement Lead Group has the overall responsibility for the Movement's progress towards achieving its strategic objectives, preserving its unique character and upholding its core principles. Its members act as high-level emissaries and champions for the work of the Movement, advocating on specific issues relating to the strategy and towards the broader goal of ending malnutrition in all its forms.

During the 71st Session of the United Nations General Assembly, a new SUN Movement Lead Group was appointed by the UN Secretary-General, comprising current and former Heads of State, public and private sector champions and social change makers. Under their leadership, the SUN Movement Strategy and Roadmap (2016-2020) was launched following their inaugural meeting on 21 September 2016, in New York.

Members of the SUN Movement Lead Group

First row (left to right):

Akinwumi Adesina – President, African Development Bank
Nahas Angula – Chairperson, Namibia Alliance for Improved Nutrition
Tom Arnold – Director General, Institute of International and European Affairs
Marie-Claude Bibeau – Minister of International Development and La Francophonie, Government of Canada

Second row (left to right):

Martin Chungong – Secretary General, Inter-Parliamentary Union
Ahmed Mushtaque Raza Chowdhury – Vice Chair, BRAC
Ertharin Cousin – Executive Director, World Food Programme
Chris Elias – President, Global Development, Bill & Melinda Gates Foundation
Shenggen Fan – Director General, International Food Policy Research Institute

Third row (left to right):

Rebeca Grynspan – Secretary-General, Ibero-American General Secretariat
Keith Hansen – Vice President for Human Development, World Bank Group
Jakaya Kikwete – Former President, United Republic of Tanzania
Anthony Lake – Executive Director, UNICEF, and Chair of the SUN Movement Lead Group
Ibrahim Mayaki – CEO, NEPAD

Fourth row (left to right):

Neven Mimica – European Commissioner for International Cooperation and Development
HE Jimmy Morales – President, Republic of Guatemala
Monica Katebe Musonda – Founder and CEO, Java Foods
David Nabarro – Special Adviser to the UN Secretary-General on the 2030 Agenda for Sustainable Development
Sania Nishtar – Founder and President, Heartfile Foundation

Fifth row (left to right):

Priti Patel – Secretary of State for International Development, Government of the United Kingdom
Joy Phumaphi – Executive Secretary, African Leaders Malaria Alliance
Mary Robinson – President, Mary Robinson Foundation – Climate Justice
Nina Sardjunani – Team Leader of the SDGs National Secretariat, Government of the Republic of Indonesia
Feike Sijbesma – CEO, Royal Dutch DSM

Sixth row (left to right):

Gayle Smith – Administrator, USAID
Dhananjayan “Danny” Sriskandarajah – Secretary General, CIVICUS: World Alliance For Citizen Participation
Gunhild Anker Stordalen – Founder and President, EAT Foundation
Helle Thorning-Schmidt – CEO, Save the Children International
Gerda Verburg – Assistant UN Secretary-General and Coordinator of the SUN Movement



4.3 The SUN Movement Executive Committee

The SUN Movement Executive Committee acts on behalf of the SUN Movement Lead Group to develop and oversee the implementation of the strategy. It supports the Coordinator to galvanise political commitments to nutrition and promote the values and principles of the Movement.



Members of the SUN Movement Executive Committee:

Daysi de Marquez, El Salvador - National Council for Food and Nutritional Security (CONASAN)
Felix Phiri, Malawi - Department of Nutrition, HIV and AIDS, Office of the President and Cabinet
Abdoulaye Ka, Senegal - Senegal's National Committee for the Fight against Malnutrition
Aslam Shaheen, Pakistan - The Nutrition Unit of the Planning Commission of Pakistan
Christine Guwatudde Kintu, Uganda - Office of the Prime Minister of Uganda
Uma Koirala, Nepal - Civil Society Alliance for Nutrition in Nepal
Martha Newsome, Canada - Medical Teams International
Tumaini Mikindo, Tanzania - Partnership for Nutrition in Tanzania
Shawn Baker - Bill & Melinda Gates Foundation
Jane Edmondson - UK Department for International Development
Meera Shekar - World Bank
Martin Bloem - World Food Programme
Francesco Branca - World Health Organization
Marc Van Ameringen - formerly GAIN
Fokko Wientjes - Royal Dutch DSM

4.4 The SUN Movement Coordinator

The SUN Movement Coordinator oversees the day-to-day implementation of the Strategy, leads the Secretariat and represents the SUN Movement globally. The Coordinator is an *ex officio* member of the SUN Movement Executive Committee. The Coordinator is accountable to the SUN Movement Lead Group and reports to the United Nations Secretary-General.



In 2016, UN Secretary-General, Ban Ki-moon, appointed a new SUN Movement Coordinator, Gerda Verburg. Ms. Verburg replaces Mr. Tom Arnold, who has guided the SUN Movement through its Independent and Comprehensive Evaluation (ICE) and the process of developing the SUN Movement Strategy and Roadmap (2016-2020).

Ms. Verburg served as the Permanent Representative of the Kingdom of the Netherlands to the UN Organizations for Food and Agriculture in Rome (FAO, WFP and IFAD) between 2011 and 2016 and in 2014 she was appointed Chair of the Global Agenda Council for Food and Nutrition Security of the World Economic Forum (WEF).

From 2013 until 2015, Ms. Verburg served as Chair of the UN Committee on World Food Security (CFS), a multi-stakeholder committee where governments, civil society, private sector, research institutions and others addressed food and nutrition issues.

From 2007-2011, Ms. Verburg served as a Speaker in the Dutch House of Representatives on economics, energy and innovation, and as Minister of Agriculture, Nature and Food Quality. In 2008 she was elected Chair of the UN Commission on Sustainable Development. From 1998-2007, she was a Member of the Parliament of the Netherlands.



The new SUN Movement Strategy and Roadmap (2016-2020) builds on the immense energy behind this collective effort to push for nutrition results and reiterates the fact that we are all in this together. Six years into the SUN Movement, nations have made incredible strides and we are seeing the fight against malnutrition prioritized as never before. Now, we're looking ahead. By 2030 or maybe even before - we want to see the fight end with a win; malnutrition is history, forever.

Gerda Verburg, SUN Movement Coordinator and Assistant UN Secretary-General

4.5 The SUN Movement Secretariat

The SUN Movement Secretariat supports the implementation of the SUN Movement Strategy and Roadmap. It does this by liaising with SUN Government Focal Points and SUN Networks, and facilitates Movement-wide sharing and learning, access to technical assistance and tailored support aligned with the SUN Movement's principles. It facilitates the Annual Joint-Assessment exercise and also supports the SUN Movement Executive Committee and Lead Group.

Throughout 2015-16, it oversaw the development of the SUN Movement Strategy and Roadmap (2016-2020), facilitated teleconferences of the SUN Country Network, organised the SUN Global Gathering in Milan, facilitated the face-to-face meetings of the SUN Networks and Executive Committee, arranged high-level nutrition events and engagements during the Women Deliver Conference, World Water Week, the High-Level Political Forum and the 71st Session of the UN General Assembly, among others. It arranged the inaugural event of the new SUN Movement Lead Group and the launch of the second phase of the SUN Movement. In support of SUN Country priorities, the Secretariat continued to connect countries with technical assistance as well as arrange key learning and sharing opportunities – such as the Public Finance and Managing Results for Nutrition Workshops in Asia and Africa.

The SMS communicates on behalf of the SUN Movement. The website (12,000 visits per month), www.scalingupnutrition.org provides a platform to showcase country efforts, with one page per country and frequent updates on nutrition news, blogs and in practice stories from SUN Countries. Additionally, a newsletter keeps the Movement informed (8000+ subscribers), social media extends the reach of these efforts via Facebook (5000+ likes) and Twitter (10,000 followers).

The SUN Movement Secretariat is supported by the Bill & Melinda Gates Foundation, Canada, the European Union, Germany, Ireland, the Netherlands and the United Kingdom. Human resource capacity has been made available by France. The activity plan and budget of the SUN Movement Secretariat supports the implementation of the revised SUN Movement Strategy and the priorities identified by SUN countries in the context of the SUN Movement Roadmap 2016-2020.



4.6 The SUN Movement Strategy & Roadmap (2016-2020)

“

The SUN Movement Strategy and Roadmap (2016-2020) underscores that there are few challenges facing the global community today that match the scale of malnutrition, a condition that directly affects one in three people. There has been progress, but much more needs to be done. It presents a practical vision of how we can work together for an end to malnutrition by 2030. By sharing experiences, overcoming challenges and showing results, the countries of the SUN Movement are demonstrating that together, we can ensure people everywhere get the best possible start in life and reach their full potential.

United Nations Secretary-General Ban-Ki Moon



The SUN Movement Strategy and Roadmap (2016-2020) is the product of a consultative process that spanned SUN Countries, multiple UN and donor agencies, along with hundreds of international and national non-government organisations and businesses. It outlines the SUN Movement's second phase and is focused on translating momentum into results for people who suffer due to malnutrition everywhere. It presents a practical vision of how we can all work together, toward our vision of a world without malnutrition by 2030.

The Roadmap outlines four key areas where the SUN Movement will focus its efforts in the years ahead which are outlined with next steps in the final chapter of this report. In each, a set of ambitions to be achieved by 2020 are defined. The Roadmap is dynamic, and all actors in the SUN Movement will continue to learn and adapt to the changing needs and opportunities.

The Strategy and Roadmap was officially launched in the margins of the 71st session of the UN General Assembly at UNICEF House.



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4.7 The SUN Movement Multi-Partner Trust Fund

The SUN Movement Multi-Partner Trust Fund (MPTF) was established in March 2012 and was intended to provide catalytic, last resort grants for the development and implementation of actions for scaling up nutrition. The end date for the fund's mandate is December 2016.

The 2015 SUN Movement Annual Report of the SUN Movement MPTF was published in May 2016²⁵ and took stock of progress, achievements and lessons learnt. By the end of December 2015 the SUN Movement MPTF provided financial support to civil society actors in 24 SUN Countries across Africa, Asia and Latin America.

The evaluation of the SUN Movement MPTF took place in the second half of 2015 and provided both an assessment of the Trust Fund as well as a set of clear, forward-looking recommendations to inform management decisions in designing potential future mechanisms for the SUN Movement. The evaluation concluded that the MPTF funded projects made major contributions towards the Strategic Objectives of the SUN Movement (2012-2015) and that the SUN Movement MPTF has been effective in helping to catalyse and enhance engagement by various stakeholders in national nutrition processes.

The evaluation also examined the need for a catalytic, last resort fund after 2016 by focusing on the areas requiring financial support to contribute to the implementation of the SUN Movement Strategy and Roadmap 2016-2020. A decision was taken on the need for a pooled fund in the second phase of the Movement to support actions by national stakeholders to scale-up nutrition. For this it was agreed to reform the current SUN Movement MPTF, building upon its strengths and achievements so far and addressing its weaknesses. The new pooled fund will provide small, last resort and primarily catalytic funding to SUN Movement stakeholders through which their engagement in the SUN Movement can be initiated, enhanced or expanded. The reform process has started in September 2016 and – assuming that there will be a minimum level of financial resources needed for the fund to become operational – it is expected that the first call for proposals will be issued mid-2017. The end date of the new Trust Fund will be December 2020.



²⁵ Available at: <http://ucx3x320eshgjxppiibt1rqg0.wpengine.netdna-cdn.com/wp-content/uploads/2012/10/SUN-Movement-MPTF-Annual-Report-2015.pdf>.