

Annex I: Multi-year activity framework of the SUN Movement Secretariat (2016 – 2020) – updated March 2020

Primary Outcome	Intermediary Outcome	2020 Outputs (2020 revisions in blue)	Revised Set of Activity Indicators (2020 revisions in blue)
<p>1. Improved accountability by all SUN Stakeholders to achieve the goals outlined in the SUN Strategy & Roadmap</p>	<p>1.1. Increased capacity of SUN movement stewardship to fulfil their responsibilities to guide the movement.</p>	<p>1.1.1. The Secretariat will support the Lead Group by organising its meetings, preparing the background documents and the notes for record and supporting the follow up and engagement of Lead Group members. The Secretariat will also develop a Lead Group engagement plan in line with the advocacy and communication activities described in the Roadmap.</p>	<ul style="list-style-type: none"> • One face-to-face meeting of the Lead Group during UNGA; • The Lead Group engagement plan (advocacy strategy) finalised and implemented (see also Intermediate Outcome 2.2); • Number of bilateral meetings / calls between Coordinator and Lead Group members;
		<p>1.1.2. Through its role in facilitating and coordinating activities across SUN Countries and the SUN Networks as set out in the roadmap, the Secretariat will ensure that members of the Executive Committee are fully in tune with the breadth and pace of developments across the Movement, enabling them to fulfil their responsibilities to support and guide the Coordinator and oversee alignment efforts in SUN Countries. The Secretariat will also support the Executive Committee by helping to organize its meetings and phone calls, preparing background documents and notes for record to facilitate follow up.</p>	<ul style="list-style-type: none"> • Four meetings of the Executive Committee organised and facilitated each year in accordance with established modus operandi;
		<p>1.1.3. The SUN Movement Secretariat provides full support to the Coordinator including but not limited to policy assessment and advice across major external debates and across the Movement; preparation of briefings, speaking points and strategic advice.</p>	<ul style="list-style-type: none"> • Number of SUN countries visits done by the Coordinator;

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		1.1.4. The SUN Movement Secretariat will develop, ensure the implementation and necessary updating of an ethical framework including a code of conduct, a register of interest and transparency on process, membership and activity of the SUN Movement Stewardship.	<ul style="list-style-type: none"> Ethical Framework complete and up-to-date.
	1.2. Increased Use of the System for Monitoring, Evaluating, Accountability and Learning (MEAL) system by all SUN Movement stakeholder for knowledge sharing and learning	1.2.1. The Secretariat will continuously, update, test and improve BRAIN, its information system, as its central tool for tracking and reporting developments across SUN Countries. This includes the maintenance of several dashboards that (1) track and report on SUN Country progress on the 4 SUN Processes; (2) track countries' requests and the support provided by the SUN Movement support system; (3) help countries' classification by geographical, economical and nutritional context; and (4) facilitate documentation of country experiences for knowledge sharing and learning.	<ul style="list-style-type: none"> SUN Movement Secretariat's Information System is up-to-date and used with annual Joint-Assessments to inform annual SUN Movement Progress Report;
		1.2.2. SUN Movement Secretariat prepares and supports countries to undertake the annual Joint-Assessment of Progress and Priority Setting, based on the SUN Movement Monitoring and Evaluation Framework which was developed in 2013.	
		1.2.3. The SUN Movement Secretariat leads the drafting and coordinates the translation (in French, Spanish, Russian and Portuguese) and printing of the SUN Movement Annual Progress Report and its Compendium of Country Profiles.	<ul style="list-style-type: none"> SUN Movement Annual Progress Report is complete, translated, published on SUN Movement website;

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		1.2.4. The Secretariat organises all aspects of the biennial Global Gathering from the identification and management of the event venue, communication and information sharing, issuance of invitations, funding, visas, travel, accommodation and session content.	<ul style="list-style-type: none"> • >80% of SUN government focal points (or appointed representatives) participating in SUN global gatherings and >50% participating in regional gatherings and other face-to-face learning and sharing events.
		1.2.5. The Secretariat will provide regular updates on activity and impact analysis to the Executive Committee and Lead Group to enable the guidance of the Movement and reinforce mutual accountability amongst its members. The Secretariat will also support the preparations and facilitation for a second independent evaluation to reassess the Movement's relevance, efficiency and effectiveness in 2019 or 2020. (2019/2020 SUN Movement Strategic Review)	<ul style="list-style-type: none"> • Facilitate a transparent and participatory country-led Strategic Review process
	1.3. Better coordinated contribution of all SUN Movement stakeholders to the broader development agenda to improve its coherence and relevance for nutrition	1.3.1. The Secretariat tracks the agenda of international organisations and intergovernmental decision-making bodies to seize strategic moments of engagement for SUN Countries and Networks. This includes but is not limited to the Committee on World Food Security, the World Health Assembly, the High-Level Political Forum for Sustainable Development and the United Nations General Assembly.	<ul style="list-style-type: none"> • Participation and active contribution of the SUN Movement Secretariat and Coordinator in key global events relevant to nutrition governance;
		1.3.2. To assist SUN Countries to engage, the Secretariat prepares and circulates accessible briefs to all SUN Country Government Focal Points, providing a summary of the key recommendations as well as information on the importance of issues up for debate and scrutiny. The Secretariat may also organise series	<ul style="list-style-type: none"> • Briefings are prepared and disseminated to SUN Countries on key policy issues and discussions;

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		<p>of teleconference with SUN Countries if there is significant interest or perceived value in discussing the issues under consideration.</p>	
		<p>1.3.3. SUN Movement Secretariat works to strengthen collaboration with existing partners and forge new relationships with partners that will help accelerate progress on nutrition (including but not limited to: alliances working on climate change; women’s and girls’ empowerment; education; food systems and agriculture; disaster risk reduction; and humanitarian responses.)</p>	<ul style="list-style-type: none"> • At least 3 new relationships are developed with key partners that can help accelerate progress on nutrition.
<p>2. Increased implementation and monitoring of nutrition multi-sectoral plans by coordinated stakeholders in all SUN Countries.</p>	<p>2.1. Improved access to and better use of resources for multi-sectoral plans for nutrition in all SUN Countries.</p>	<p>2.1.1. The Secretariat will ensure that the Networks and Communities of Practice support the enhancement of the utility of country multi-sectoral plans for scaling up nutrition impact.</p> <p>The Secretariat will especially support Movement-wide efforts to establish national nutrition targets and smart commitments to achieve these targets.</p> <p>It will also coordinate efforts to produce guidance on 'How to plan and cost nutrition-sensitive actions' as well as a synthesis of evidence on nutrition-sensitive interventions.</p> <p>2.1.2. The Secretariat will ensure that the Networks and Communities of Practice support the improvement of country efficiency with which financial resources are used. Working with others the Secretariat will</p>	<ul style="list-style-type: none"> • % of NEW plans reviewed by the SUN Movement Secretariat using the Quality Checklist (80% in 2017, 100% in 2018, 100% in 2019; At least 70% in 2020); • % of budget analyses received from SUN countries that are reviewed by the Secretariat to inform advocacy efforts at global and country levels (50% in 2017, 60% in 2018, 70% in 2019; At least 70% in 2020); • % of SUN countries doing their annual joint-assessment and linking it with monitoring of spending, implementation and results data (50% in 2017, 60% in 2018, 70% in 2019; At least 70% in 2020); •

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		<p>contribute to a growing body of information on financial tracking for nutrition through: the development of an online repository; contribution to the annual Global Nutrition Report; strengthening guidance for SUN Countries on financial tracking as well as coordination of the development of a guidance note on harmonised approaches to costing, budgeting, and expenditure tracking for nutrition-specific and nutrition-sensitive activities.</p> <p>2.1.3. The Secretariat will ensure that the Networks and Communities of Practice support increased country access to finance for scaling up nutrition impact. In partnership with others, the Secretariat will coordinate the documentation of lessons learned in successfully influencing national and sectoral government budget cycles to increase access to domestic funding for nutrition.</p> <p>Through a senior country finance expert, the Secretariat will support SUN Member countries in the understanding the nutrition financing landscape including supporting countries' preparedness for funding opportunities.</p> <p>2.1.4. The Secretariat will ensure that the Networks and Communities of Practice support strengthened country use of disaggregated data from multiple sources for better policy decision making, accountability, and advocacy.</p>	

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		<p>The Secretariat will especially support SUN Countries with advanced information systems to share their experiences and lessons, especially on how information is collected, analysed and used at sub-national levels.</p> <p>The Secretariat will also ensure that national teams are trained on how to use the country profiles for policy decision-making, accountability and advocacy.</p>	
	<p>2.2. Increased salience of nutrition as a top policy, financing and institutional priority by the SUN Movement at national, regional and global levels.</p>	<p>2.1.5. The Secretariat will ensure that the Networks and Communities of Practice support the scaling up of implementation of high impact actions as per country plans. Working with partners, the Secretariat will especially develop a mechanism to support SUN countries to identify, review and present their implementation evidence with a focus on effective coverage, capacity of their platform and impact on select nutrition indicators.</p>	
		<p>2.2.1. The Secretariat, with support from SUN Networks and technical partners, will develop and support the implementation of an advocacy strategy for the SUN Movement Coordinator and Lead Group. It will coordinate the establishment of communities of SUN champions, of journalists and of parliamentarians and engage youth platforms. The Secretariat will also map global data gap priorities and current investments and package finance data into robust investment cases for use in advocacy.</p>	

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		<p>2.2.2. With the SUN networks, the Secretariat will support the development, revision and implementation of national multi-sectoral advocacy and communication strategies as well as scalable behaviour change strategies and interventions. The Secretariat will lead on the mapping of Movement-wide social mobilisation, advocacy and communication (SMAC) assets, needs and modes or support. It will launch an online SMAC learning and sharing platform and support on-line discussions via EN-NET.</p>	<ul style="list-style-type: none"> • % of SUN countries mobilizing nutrition advocates (high-level, champions, parliamentarians, media) [1] (50% in 2017, 60% in 2018, 70% in 2019, At least 70% in 2020)
		<p>2.2.3. The Secretariat will commence the development of a SUN Movement communication strategy (2021-2025) to ensure that rich country information and experience is made more widely available and will be utilised for more targeted advocacy. Building on successful SMAC approaches, capture key experiences and lessons in the annual SUN Progress Report (see 1.2.3) and strengthen media engagement with editorial meetings, story support and sensitisation sessions.</p>	<ul style="list-style-type: none"> • Increased access (website downloads) to digital and print communications generated by the Secretariat; as well as increased country stakeholder editorial contributions (number of SUN website articles and publications), virtual learning exchanges (number of SUN Movement webinars and discussion forums), and uptake of advocacy resources (downloads of tools).
	<p>2.3. Strengthened functional capacities of individuals and institutions in all SUN Countries to collaborate effectively across sectors and between stakeholders to improve nutrition.</p>	<p>2.3.1. Working with others, the Secretariat will support the establishment of criteria to assess functional capacity levels as well as an agreed set of success factors for functional capacity strengthening. The Secretariat will also facilitate and coordinate efforts to develop functional capacity strengthening plans in SUN countries including support to revise pre-service nutrition program curricula, training and coaching.</p>	<ul style="list-style-type: none"> • Opportunities created for all SUN Countries who request support in strengthening functional capacities; • Efforts and investments in functional capacity strengthening are tracked and reported;

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		<p>2.3.2. With partners, the Secretariat will support SUN Countries to improve multi-stakeholder platform design, management, functioning and decentralisation. The Secretariat will also lead the identification of incentives to strengthen cross-sectoral collaboration through, partnering with sectoral alliances, cross-country networking and experience sharing as well as the facilitation, production and dissemination of knowledge products.</p>	<ul style="list-style-type: none"> • % of SUN countries self-assessing that their MSP is functioning effectively, reporting scores in the Joint-Assessment of 3 or higher on both progress markers 1.3 (how members engage with and contribute to the MSP) and 1.5 (whether the MSP has sustained political impact) (38% in 2016; 50% in 2017; 60% in 2018 and 70% in 2019; at least 70% in 2020).
		<p>2.3.3. The Secretariat will encourage SUN Countries to develop mechanisms to manage and prevent conflicts of interest in the policy management cycle and ensure that SUN Countries access the support they need for this.</p>	<ul style="list-style-type: none"> • >80% of requests made by SUN countries for support to prevent and manage conflict of interest in their national nutrition plan or multi-stakeholder platform are responded to by the SUN Movement Secretariat, and/or Ethics Advisers, in a timely and satisfactory way which replaces previous indicator.
	<p>2.4. Increased attention by all SUN Countries to the most vulnerable populations, and women and girls, in the policy</p>	<p>2.4.1. The Secretariat will work with a team of experts to provide strategic guidance to SUN Countries for the inclusion of an equity focus to their advocacy and across the policy management cycle.</p>	<ul style="list-style-type: none"> • % of NEW plans received from SUN countries that are reviewed by the Secretariat using the Quality Check List with an equity (gender) focus (50% in 2017; 60% in 2018 and 70% in 2019; at least 70% in 2020);

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	and budget management cycle	2.4.2. With support from partners, the Secretariat will document lessons learned and concrete example of applying an equity focus to implementing nutrition actions	<ul style="list-style-type: none"> Lessons and concrete examples of applying an equity focus are complete and disseminated.
3. Established system for timely and appropriate peer-to-peer exchange and technical cooperation for all SUN countries	3.1. Increased use by all SUN Countries of peer-to-peer exchange including on issues related to specific contextual challenges and opportunities	<p>3.1.1. The Secretariat will facilitate and document virtual and face-to-face exchanges among SUN Countries every quarter in relation to a theme of common interest to SUN countries.</p> <p>In addition, the Secretariat will organise, facilitate and synthesize the findings of exchanges amongst SUN Countries according to common socio-economic or geographic situations, specialised needs or capacity levels. This could include countries facing similar weather and environmental shocks, countries that belong to the same regional economic community and countries that share comparable challenges and opportunities in scaling up nutrition.</p>	<ul style="list-style-type: none"> % of countries participation in quarterly country calls focusing on SUN Movement Strategy and Roadmap priorities (>75% in 2017, >75% in 2018 and >75% in 2019, >75% in 2020) The Secretariat also coordinates and facilitates discussions and exchanges related to specific contextual challenges and opportunities amongst SUN Countries and relevant experts as identified appropriate; Country call summaries and related publications (In Practice Briefs, Synthesis and Summary Reports) are increasingly downloaded from SUN website).
	3.2. Enhanced responsiveness and timeliness of technical support to all SUN Countries	3.2.1. The Secretariat will coordinate efforts to ensure effective and predictable responses from within the Movement to SUN countries' requests for out-of-country/external support so that they can accelerate efforts to scale up nutrition. This will be done by identifying recurring gaps and convening stakeholders to respond in a systematic, transparent and coordinated way.	<ul style="list-style-type: none"> At least 75 % of countries' requests are responded to by the Secretariat in a timely and predictable way as part of the capacity to deliver mechanism;

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	3.3. Established technical secretariat in the SUN Movement Secretariat for management of possible new SUN Movement Pooled Fund	3.3.1. The Secretariat will continue to act as the technical secretariat of the SUN Movement pooled fund (hosted by UNOPS). The Secretariat will support the work of the Consultative Group trust fund's Management Committee, including the review of progress of approved projects as well as assessment and collation of lessons learned from the program and initiatives supported.	<ul style="list-style-type: none"> • The Secretariat provides efficient support to a potential new SUN Movement pooled fund.