



**“Build Forward Better”**

SUN Movement Secretariat

Workplan & Budget

1 January – 31 December 2021

## About the Secretariat

Launched in September 2010, the Scaling Up Nutrition (SUN) Movement catalyses collective action towards ending malnutrition in all its forms. Led currently by 62 SUN Countries and four Indian States, the SUN Movement is an unprecedented effort to bring together stakeholders from various sectors ranging from governments, civil society organisations, businesses, the UN system, the international community, financiers, researchers, and scientists. Through this multi-stakeholder and multi-sectoral interaction, the SUN Movement aims to create an enabling environment to coordinate, advocate, share, learn, and align actions and approaches towards improving nutrition.

SUN countries, and all stakeholders in the Movement are committed to scaling up nutrition, by accelerating progress towards four strategic objectives at country-level as set out in the SUN Strategy 3.0:

1. *Strengthen and sustain strong policy and advocacy environments at the subnational, national, regional, and global levels to position nutrition outcomes as a key maker and marker of sustainable development.*
2. *Develop and align shared country priorities for action.*
3. *Build and strengthen country capacity to develop, prioritise, finance, implement, and track country priorities through strengthened technical assistance and knowledge management.*
4. *Ensure governance of SUN that promotes country leadership and responsibilities of government, aligns the resources of all Movement stakeholders behind country priorities, strengthens mutual accountability between Movement stakeholders and to those most at risk of malnutrition, with robust mechanisms to encourage and ensure such promotion, alignment and mutual accountability is realised.*

Throughout 2021, named the global Year of Nutrition Action, the SUN Movement will embark on the transition to its third phase (2021-2025), guided by the SUN Strategy 3.0. During the transition period to the next phase, the Movement will complete outstanding obligations of Phase 2, whilst setting in place structures and systems for the implementation of Phase 3.

## About this Workplan

The Workplan covers the period 1 January – 31 December 2021 and is based on a one-year extension of the [Secretariat Multi-Year Activity Framework for 2016-2020](#). The SUN Movement Secretariat (*thereafter referred to as the Secretariat*) Workplan is intended to guide the Secretariat through the transition period from Phase 2 to Phase 3 of the SUN Movement. The Secretariat will continue to serve the SUN Movement and deliver on the obligations of Phase 2 whilst simultaneously setting up structures for the coming Phase. To guide the transition effectively, the 2021 Workplan incorporates the development and implementation of a Roadmap for Phase 3 into its activity framework.

Following endorsement of the SUN Strategy 3.0 by the Lead Group on 7 December 2020, the transition period (December 2020 – July 2021) has begun to move from theory to implementation. The Secretariat and Networks are working with the countries to implement the strategy, in smart combination with building back better from COVID-19, and commitment preparation for the Food Systems (FSS) and Nutrition 4 Growth (N4G) Summits. A range of activities has been scheduled to ensure that the Global Support System (GSS) is adding maximum value and supporting country-driven nutrition progress. Activities include a change management and innovation exercise to review and

strengthen the Movement's governance structures, delivery and support mechanisms<sup>1</sup>. In addition, the Secretariat is in the middle of a Functional Review of its staffing and organisational setup, ensuring that it is fit-for-purpose to fulfil its support role. The outcome of the Functional Review is still unknown and could result in a high staff turnover during the first year of the new Strategy. The Secretariat will undertake fundraising initiatives whilst checking the uncertain funding landscape throughout the year. Since such factors could have an impact on its capacity to fulfil its obligations under the [Secretariat Multi-Year Activity Framework for 2016-2020](#), the Secretariat will regularly update the SUN Executive Committee (ExCom) and donors on workplan execution and potential risks.

The COVID-19 pandemic has highlighted the importance of nutrition and food systems for the functioning of the global economy. The June 2020 United Nations Secretary-General's policy brief on "The Impact of COVID-19 on Food Security and Nutrition" highlighted the various levels of connectedness between multiple sectors and the necessity of cooperation between multiple stakeholders (Food Supply Chain, Technological, Political, Economic, Marketing, Social and Environmental) to transform food and nutrition systems to better serve the global community, and not least the most vulnerable populations. Nutrition does not sit in isolation from global development challenges and COVID-19 has presented a huge opportunity to strengthen its positioning in national development planning and official development assistance. The SUN Movement thus aims to use nutrition as a tool to "*build forward better*" by leveraging support to countries through demand-driven technical assistance, access to nutrition financing, joint advocacy and the use of strategic partnerships and their resources to build systemic resilience across countries.

Recognising the need for the SUN Movement to be country-driven and country-led, the 2021 Workplan aims to harness the rich country voices that have collectively spoken out at the 2019 SUN Global Gathering; 2020 Joint-Annual-Assessments (JAA); and during the COVID-19 Response and Recovery webinars. The Workplan encompasses the transition to Phase 3 of the Movement, highlighting the transformed role of the Secretariat through its targeted response to country-identified priorities. Specific examples of priorities include requests by 28 countries to hold resource mobilisation roundtables; requests from 23 countries underscoring the need for capacity-strengthening of soft skills; requests from 42 countries for assistance to strengthen their Multi-Stakeholder Platform (MSP) structure and activity, requests for country-specific advocacy around food labelling and food education and policy enactment; better use of nutrition indicators; preparation of business cases for nutrition financing; completion of Phase 2 Pooled Fund activities and a Phase 3 Pooled Fund vision; and enhanced regional learning and sharing activities.

Under the overall umbrella of "Building Forward Better," the 2021 Workplan incorporates the findings from the COVID-19 Response and Recovery Phase, 2020 Joint Annual Assessments and 2019 SUN Global Gathering to address the three priority areas from the Secretariat's pre-defined Multi-Year Activity Framework for 2016 – 2021, as follows:

- **Improving global stewardship for better coordination to support country priorities**
- **Advancing the implementation of SUN Country National Nutrition Plans**
- **Building a people-centred Movement through improved sharing and learning**

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<sup>1</sup>An operations group (Ops Group) has been set up by the ExCom to address issues of Governance and Accountability, and Delivery that were raised in the SUN Strategy 3.0. Governance and Accountability will be Movement-wide encompassing the ExCom and Global Support System functions. Delivery will look to address the implementation of country-level issues.

## **1. Improving global stewardship for better coordination to support country priorities**

### **Harnessing the Authority and Influence of the SUN Movement Lead Group**

During the strategy development process, the SUN Movement Lead Group expressed a desire for deeper engagement in collective efforts to eliminate all forms of malnutrition. The Secretariat will devise ways to further utilise and take advantage of Lead Group members' capacity to influence and affect change in institutions and organisations that are central to improving nutrition, for the benefit of SUN countries. This will require increased representation from SUN countries.

The Secretariat will facilitate the process needed for Lead Group members to commit to nutrition leadership within their respective organisations and at the highest political levels, to promote investment in, and action for nutrition. The Secretariat will continue to facilitate the annual Lead Group meeting where a collective review of previous years' commitments will be undertaken. It will continue with a results focused engagement strategy to support Lead Group members as they implement the commitments made at the 2020 Lead Group meeting to champion nutrition and promote the SUN Movement approach. 2021 will see a renewal of Lead Group membership – a considerable and resource-intensive undertaking.

### **The Executive Committee (ExCom) Governance and Accountability**

Phase 3 of the SUN Movement will bring about a revised mandate and composition of the ExCom to better reflect the spirit of being 'country-owned and country-led.' The final composition of the ExCom will be agreed during the operationalisation phase. With the support of Change Management experts, a revised term of reference for the ExCom will be prepared for Lead Group approval.

In the first half of 2021, the Secretariat will provide support to the SUN Strategy 3.0 Operationalisation Group (Ops Group), which is composed of representatives from the full breadth of SUN Movement members and has been proposed by the ExCom. The Ops Group will perform its tasks under the auspice of the Lead Group and will address several specific topics that were raised in the Strategy for further development and movement from strategy to action. These topics fall into two broad categories of 1) Governance and Accountability and 2) Delivery. Following the recommendations of the Ops Group and Lead Group decisions, the Secretariat will support the Movement and ExCom as required.

The Secretariat will continue to ensure that members of the ExCom are fully updated on the breadth and pace of developments across the Movement. This will enable the ExCom to fulfil its responsibilities to support and guide SUN Countries and the SUN Movement Coordinator whilst overseeing alignment efforts.

The Secretariat will also enhance its support to ExCom members who are nominated from governments of member countries, to ensure country-level issues can be escalated to the ExCom as needed. In addition, the Secretariat will support the inclusion of a youth representative on the ExCom and support embedding youth representatives in the overall governance and stewardship of the SUN Movement.

### **Leveraging the SUN Coordinator**

Whilst an innovative approach to country visits was adopted in 2020, it has not been put into use due to the COVID-19 pandemic and subsequent cancellation of global travel. The Movement continues to recognise the considerable impact of the SUN Coordinator in unlocking political will and commitment towards funding, development, and implementation of a coherent global nutrition agenda. As a result of COVID-19, the Secretariat staff may not be able to travel to as many countries as previously planned. Through the adoption of virtual technology, however, it will continue to undertake strategic

engagements with SUN Countries. In this regard, the Secretariat aims to conduct a mix of SUN Coordinator/Assistant Secretary-General–level country visits/virtual engagements in 2021.

The 2021 “country visit” list will be an adaptation of the 2020 project list and 2020 Joint Annual Assessments (JAA), taking into account strategic criteria such as: Food Systems Summit and Nutrition for Growth (N4G) Summit advocacy and consultation, launch of National Nutrition Plans (NNPs), active projects funded through the Pooled Fund, donor roundtable events, national election schedules, country progress, leaving no one behind UN (United Nations) Sustainable Development Goal (SDG) principle, and clear invitations from host governments of countries that have not been visited by the SUN Coordinator during the last three years. The Secretariat will support the SUN Coordinator in these strategic country engagements. This will allow the Movement to directly address nutrition challenges that arose from bi-lateral discussions between the SUN Coordinator and SUN Country delegations during the 2019 SUN Global Gathering, the JAAs, the review of SUN Country multi-sectoral NNPs, and the COVID-19 Response and Recovery phase, whilst simultaneously preparing for N4G and FSS “Year of Action” activities.

### **SUN Strategy 3.0 Roadmap and One Unified Global Support System**

2021 will see the implementation of the third phase of the SUN Movement guided by the newly adopted SUN Strategy 3.0. The development of a Roadmap and move to one Global Support System (GSS) and joint workplan are amongst the key transitional activities to be completed during the first half of 2021. Currently, the SUN Movement’s Global Support System is made up of the SUN Movement Secretariat (Secretariat), four Networks (Donor, United Nations, Civil Society and Business) as well as experts that offer technical support and leadership in nutrition. The 2018 Mid-Term Review and 2019 Strategic Review concluded that the elements of the GSS tended to act individually by default and collectively only by exception and urged for more ‘collective functioning’ between the networks, and between the networks and the Secretariat. The first half of 2021 therefore dedicates internal and external resources towards “collective functioning” and the development and implementation of a SUN Strategy 3.0 comprehensive GSS Roadmap. Key elements that will be considered include functional reviews of different elements of the movement (four Networks) and the development of stronger governance and accountability frameworks (ExCom). Tighter deliverance models focused on country priorities will be incorporated into in-country activity and the new Global Support System workplans. A monitoring and evaluation framework with S.M.A.R.T. milestones will also need to be developed based on the Phase 3 strategic objectives and country-led agenda aiming to foster a more coherent nutrition agenda and stronger collaborative results-based spirit within the Movement.

### **Improving the Measurement of SUN Movement’s Progress and its Added Value<sup>2</sup>**

The Secretariat commissioned an assessment of its Monitoring, Evaluation, Accountability and Learning (MEAL) System in the second half of 2020 as part of the overall redesign of the MEAL system for SUN 3. Conducted by Johns Hopkins University, including a review of the Joint-Assessment (JAA), the Movement’s current accountability mechanism, the MEAL assessment provided strategic and actionable recommendations for the redesign of the MEAL system ahead of the launch of Phase 3. An enhanced MEAL system will contribute to the improved use and communication of the SUN MEAL database (dashboards, website pages, analyses, and statistics, etc.) to its respective stakeholders, and overall measurement of SUN Movement specific indicators, progress and added value. Using a MEAL system aligned to, the SUN Strategy 3.0, the Secretariat, in collaboration with the Global Nutrition

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<sup>2</sup> The Ops Group will also be making innovations and improvements to the following delivery areas that are in the current Workplan and have also been identified as Phase 3 activities in the SUN Strategy 3.0: Improving the Measurement of SUN Movement’s Progress and its Added Value; Knowledge Management and Learning; Technical Assistance; and the Pooled Fund.

Report (GNR) aims to establish measures to strengthen SUN countries' use of evidence for effective decision-making. This collaboration will support SUN countries' progress in fighting all forms of malnutrition by ensuring global entities help countries to gather and triangulate information for decision-making at regional, national, and sub-national levels.

## **2. Advancing the Implementation of SUN Country National Nutrition Plans**

### Country-led Nutrition for Growth and Food Systems Summits

The Nutrition for Growth (N4G) Summit, initially planned for 2020, will take place in 2021, eight years after the first N4G Summit took place in 2013. The event offers an important opportunity to draw global attention to hunger and malnutrition by taking stock of the progress that has been made, and renewing stakeholders' financial and policy commitments. It is an ideal occasion for all global development and humanitarian stakeholders to reflect on their contributions towards ending malnutrition in all its forms and attain better alignment of national nutrition priorities and plans. Together with the UN Food Systems Summit and COVID-19 'Build Forward Better' response actions, the N4G Summit presents an important global milestone with potential to contribute to the success of the SUN Movement.

The Secretariat will support SUN countries that are ready and able, along with other SUN stakeholders, to make bold, SMART, and sustainable commitments at both events, to increase political momentum for nutrition. The Secretariat will serve as the nucleus for coordination and liaison activities between the N4G Strategic Advisory Group, the Food Systems Summit and Food Systems dialogues and support structures, the four SUN Networks and the SUN Government Engagement Hub. The Secretariat will adopt an integrated approach that encompasses Building Forward Better, FSS dialogues and N4G commitment making to advance country-level implementation strategies. The Secretariat will also simultaneously promote the SUN Movement's multisectoral and multi-stakeholder approach to support countries to elevate their priorities and needs to the global stage.

### Targeted Advocacy Efforts at Global, National and Sub-National Levels

The 2021 SMS Workplan will continue to advance advocacy at both the global and country levels, engaging key intergovernmental and political fora along with national and sub-national level stakeholders in SUN countries. The key strategic aims of the Secretariat's advocacy efforts are to influence community-level stakeholders and networks to drive the nutrition advocacy message to national and regional decision-makers, whilst educating and building social capital at the national political level. This will assist in creating bottom-up demand for nutrition as a human right. Leveraging the role of the SUN Coordinator, a United Nations Assistant Secretary-General, the Secretariat will continue to link national audiences to global events such as the World Health Assembly (WHA), Micronutrient Forum (MF), COP 26 and others. It will also play the critical role of ensuring that the nutrition message is passed at events such as the G7 and G20, linking its centrality to wider agendas. The Secretariat will contribute to ensuring that global events are conducted in response to country challenges, and that countries have timely and accessible information about global events.

Practical examples of advocacy requests that the Secretariat will address at political and legislative levels include increasing the speed of enactments of policies and codes that create frameworks for better nutrition, making sure that nutrition is well-positioned and ensuring that governance is strengthened. At the national and sub-national levels, targeted advocacy will address issues such as expanding food fortification initiatives resource mobilisation and alignment of actions.

A major nutrition advocacy task will be to develop a Movement-wide Communication and Advocacy Strategy, to support the SUN Strategy 3.0 and Roadmap. This includes scaling up the influence of the

Movement across multiple media formats, and developing the Annual Progress Report, further bringing country stories to life.

### **Analysis of Institutional Frameworks**

In the SUN Movement's third phase, it needs to better position nutrition outcomes as key markers of sustainable development, by strengthening both its country and global policy and advocacy activities. The Secretariat, in collaboration with Technical Assistance for Nutrition (TAN) partners and Networks will continue to support the review of National Nutrition Plans (NNP). Through its new and existing TAN partners, the Secretariat will respond to technical assistance requests, advocacy, and mobilisation efforts for the development, costing, and evaluation of NNPs. Building on the outcomes of the 2019 SUN Movement Global Gathering, 2020 Joint Annual Assessments, and the COVID-19 Response and Recovery actions, the Secretariat will also carry out various resource mobilisation efforts and donor roundtables.

### **Strengthening Nutrition Business Cases, Resource Mobilisation and Financial Tracking Activities**

The Secretariat, with the support of MQSUN+ and SUN Networks, has developed guidance tools on resource mobilisation for nutrition, costing, financial tracking, advocacy, and resources for SUN country action. In 2021, the guidance tools will be disseminated to SUN countries through various channels including webinars and workshops. The Secretariat will support SUN countries with advocacy to improve resource mobilisation efforts in preparation for the 2021 N4G and Food Systems Summits. The Secretariat will also continue to foster stronger collaboration with key financing mechanisms that can be used to implement parts of national nutritional plans. Examples include working with strategic partners such as the World Bank Human Capital Team, the Global Financing Facility (GFF), the Power of Nutrition, the Global Agriculture and Food Security Programme (GAFSP), UNITLIFE, and the Japanese Trust Fund for Scaling Up Nutrition to ensure that the guidelines/calls for proposals shared with in-country stakeholders reflect nutrition for a better impact.

The Secretariat will continue to support SUN countries in their development of costed nutrition plans, common results frameworks and in the strengthening of their financial tracking mechanisms. In line with SUN Strategy 3.0 Objectives, the Secretariat aims to implement innovations that will improve transparency and accountability of SUN countries. These include strengthened public finance management systems for nutrition, budget analyses, and the tracing of donor spending (using the OECD-DAC Nutrition Policy Marker). Together with SUN Networks and UN agencies, the Secretariat will also provide support and guidance to in-country stakeholders for the integration of nutrition to emergency responses, recovery efforts and national funding appeals.

### **Strengthening Skills of Key Actors within the MSP**

Focal Point capacity-development training has been delivered since 2018 to strengthen functional, managerial, and soft skills that would help Focal Points to better convene their respective MSPs (Multi Sectoral Platforms). In the past, sessions were delivered in English in Bangkok and Stockholm. However, due to the COVID-19 Pandemic and subsequent travel restrictions during 2020, the French course was postponed. The Secretariat and its TAN (Technical Assistance for Nutrition) partners will deliver the capacity strengthening training in a new learning virtual format in 2021, with interactive modules and assessments for francophone SUN Country Focal Points. Modules will cover various aspects of leadership, communication, awareness of behaviour, self-reflection, cultural diversity, gender sensitivity in the workplace, and post-training evaluation. The Secretariat will coordinate the development and translation of the modules to an online format in French<sup>3</sup>, the necessary IT (Information Technology) platform (Learning Management System-LMS), engagement with Focal

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<sup>3</sup> The Secretariat will also explore capacity training requirements for hispanophone SUN countries.

Points and post-training evaluation. The programme, which will last for twelve weeks beginning in January 2021, with Focal Points expected to complete 10 modules, will be a building block towards the eventual Movement-wide Knowledge Management and Learning (KML) system. The Secretariat will also start discussions around the development of similar e-learning initiatives to strengthen other aspects of MSPs.

### **3. Building a People-centred Movement through Improved Sharing and Learning**

#### **Development of a Movement-wide Knowledge Management and Learning (KML) system**

In 2020, as part of the overall re-design of the Phase 3 SUN MEAL system, the Secretariat commissioned an assessment on Knowledge Management and Learning (KML) across the Movement. The assessment was highly consultative and involved a series of remote interviews across the Movement to explore the capture, dissemination, utility and needs of the Movement. The results provided insights and useful recommendations on how to strengthen country perspectives, needs and capabilities along with the ability of the Global Support System (GSS) to support Knowledge Management and Learning. In 2021, the Secretariat will use the results to build collaboration with several KML entities and bodies, such as the FAO e-Learning Academy to contribute to strengthening SUN countries' capabilities to scale up nutrition actions.

#### **Technical Assistance**

The SUN Movement has played a key role in advocating for nutrition in its first two phases. Its added value in scaling up nutrition action at country level has been less clear, however. The evaluation of Technical Assistance (TA) across the Movement has highlighted several important lessons on how the Secretariat can be more effective in its third phase. Improvements include flexible delivery of TA based on country needs; availability of expertise in key areas; better use and strengthening of in-country technical capacity; and the integration of gender sensitivity and promotion throughout the TA cycle. In SUN Strategy 3.0, the Movement will need to address the demand for TA versus initiation of TA; delivery of TA at the subnational level; sustainability of TA (e.g., linking National Nutrition Plans to National Development Plans); capacity development versus product development; and TA to leverage financing.

The Phase 2 TAN programme closed in August 2020. A new interim programme is currently in place until the end of 2021. In 2021, as a priority for SUN 3.0, the Secretariat will work with new TAN partners and donors to develop a new programme that is aligned with the nutrition priorities of SUN governments.

#### **Pooled Fund**

The SUN Movement Pooled Fund was established in 2017 as a last resort, catalytic source of grant funding to support SUN Civil Society Alliances (CSAs) to implement activities at national and subnational levels. The Pooled Fund was intended to strengthen country ecosystems that were essential to the scaling-up of nutrition actions. As the Movement transitions to its third phase, the Secretariat will facilitate a visioning exercise to redefine the objectives and expected outcomes of the Pooled Fund, taking into account the recommendations from the Strategic Review, and aligning it to the SUN 3.0 Strategy Strategic Objectives. This exercise will involve two main tasks: 1) assessing the validity of the Pooled Fund's performance objectives and 2) reviewing the SUN 3.0 Strategic Objectives and aligning innovative and catalytic actions to address any identified gaps in the delivery and scaling up of nutrition at country level. Routine SUN Movement Pooled Fund activities will continue during the transition phase, including providing efficient support and coordination for the successful roll out,



monitoring, evaluation, and completion of all 85 grant projects across 45 SUN countries, and the collection and communication of impact stories and lessons learned.

### Learning, Sharing and Virtual Events

A key lesson learnt throughout the COVID-19 response was that online learning and sharing across the Movement was useful and desirable. The strong appetite for internet-based exchanges, through webinars and innovative learning platforms, was further acknowledged at the 2019 SUN Global Gathering. Virtual learning channels are acknowledged to encourage mutual engagement and enhance problem-solving amongst SUN Focal Points and the wider nutrition community. The SUN Strategy 3.0 Movement-wide KML system will be built upon the wealth of shared knowledge and intellectual capital harnessed across the various SUN virtual channels. With 2021 being a transition year, and in light of the N4G and Food Systems Summits scheduled to take place, the SUN ExCom has postponed the next SUN Global Gathering to 2022. The bulk of learning and sharing within the Movement will thus occur via webinars on a range of topics identified through Joint Annual Assessments (JAA) and COVID-19 Response and Recovery actions; N4G and Food Systems Summits and Resource Mobilisation events.

### Looking ahead: SUN Strategy 3.0 and Phase 3 of the Movement (2021 – 2025)

SUN Strategy 3.0 names country-level impact on nutrition and country leadership as the main drivers for addressing all forms of malnutrition. It places a strong emphasis on supporting both nutrition-specific and nutrition-sensitive actions across multiple sectors, through strengthened food and health systems, and with a focus on gender and economic equity. SUN Strategy 3.0 aims to: embed and institutionalise nutrition in national development planning; safeguard nutrition funding and resource mobilisation; increase country-specific technical assistance, knowledge management, and learning; strengthen mutual accountability; and reinforce the multi-sectoral, multi-stakeholder country-driven approach. In 2021, the Movement will also focus on transitioning to and delivering on the new Strategic Objectives in a country-specific manner, acknowledging the unique nuances of every SUN Member Country within the SUN Movement. It will galvanise the GSS beginning with the creation of one unified workplan and operational framework, to be completed by mid-2021 for the entire third phase.

Climate change threatens nutrition through unpredictable and erratic seasonality of infections, cropping patterns, and fluctuating micronutrient content of foods. Yet, climate change presents an opportunity for the Movement to form strong alliances with the climate community through actions that jointly address undernutrition, obesity, and climate concerns. Awareness of the importance of food systems to combat malnutrition and mitigate the impact of climate change is increasing. The UN Food Systems Summit aims to demonstrate the value of nutrition to other sectors and audiences. The Movement aims to build on the commitments arising out of the Food Systems, N4G and Climate Change Summits to embed a sustainable and nutrition driven food ecosystem and culture across the SUN Countries.

***Healthy diets help build better resilience to future pandemics!***

### Provisional Multiyear Budget (2016-2020 and 2021)

The current arrangements for the Secretariat with UNOPS as the hosting agency, have been extended until 31 December 2021, to support the transition of the SUN Movement to its third phase. Considering this decision, donor agreements have been extended until December 2021. This extension will ensure a smooth transition towards the Secretariat for Phase 3 of the Movement.

The multi-year budget of the Secretariat has been revised, considering the estimated expenditures for 2020 and the provisional budget for 2021. The revised budget of the Secretariat was approximately USD 5 million in 2016, USD 6.1 million in 2017, USD 5.2 million in 2018, USD 7.9 million in 2019 and USD 6.6 million in 2020. Realised expenditures, represented a -22.38% decrease compared to initial provisions/ cost savings, linked to limited operations, travels and events due to COVID-19). **The provisional budget for 2021 is estimated at USD 7.9 million.**

The total revised budget of approximately **USD 30.9 million covers Phase 2, from 2016 to 2020, with USD 7.9 million for 2021, covering the transition to Phase 3.**

The Secretariat has been able to cover Phase 2 budget through generous contributions from donors to Phase 2, and through a positive budget balance that was carried over from Phase 1.

2021 is considered a bridging and interim year between Phase 2 and Phase 3 of the Movement. **The current provisional budget has been developed against the current organisational set-up and ongoing operations and will be revised following the outcomes of the Functional Review of the Secretariat.**

The budget narrative provides an overview of the different cost drivers expected to be encountered by the Secretariat during 2021.

- Personnel: Based on the current headcount of Secretariat staff members (27 staff members, one Junior Programme Officer (JPO), three vacant positions + two interns) and 2020 unit costs. The budget line is expected to be revised upon establishment of a new organisational set-up following the Functional Review (expected second semester 2021). The budget does not include support to the ExCom, Knowledge Management and Learning System, or additional support to SUN countries or other planned streams of work. It also includes the direct costs by UNOPS associated with hosting and support of the Secretariat. No budget for staff development and learning is included as a new training strategy will be developed according to Functional Review recommendations.
- Advisory Services: External contractors may be engaged to carry out specific tasks that require additional technical expertise or where Secretariat teams are under-staffed. Key functions will include specific tasks linked to the current workplan.
- Travel: Budgeted travel costs include flights and DSA (Daily Subsistence Allowance) for the SUN Movement Coordinator and Secretariat staff across SUN countries and regions, to attend events, conferences, or high-level missions, and support to and participation in critical engagement opportunities.
- Operations: Provisions for communication and IT support, translation and interpretation, website and digital products, printing and office rent are included, in particular:

- **Translation:** Covers the costs of translation and proofreading from English - French - Spanish of key documents such as the SUN Strategy 3.0, the SUN Progress Report, communication pieces such as articles, web stories, etc. and official correspondence. At present, the budget covers items that may also need translation and proofreading in Arabic, Portuguese and/or Russian, on an ad hoc basis simultaneous interpretation services (EN/FR/ES only) of key meetings and events.
- **Website:** Covers the costs of website redesign, management, and maintenance throughout 2021, to ensure it is fit-for-purpose as a nutrition resource hub to support SUN Countries and stakeholders. The estimate also includes graphic design services, including large-scale products such as the Progress Report, and the creation/post-production of audio-visual products.
- **Events:** Covers the costs of at least one in-person and/or virtual Lead Group meeting, normally held during the UN General Assembly in New York. The budget line includes possible side-events organised (or co-organised) by the Secretariat during the upcoming Food Systems and N4G Summits in 2021, in addition to an event foreseen to round up the 10<sup>th</sup> anniversary of SUN, the #SUN10ary.

**Note:** The ability to plan organise face to face events and/or to travel in 2021 is uncertain due to the COVID-19 Pandemic, and budget lines will be adjusted as the situation evolves.

- **Equipment:** Includes the purchase and/or upgrade of computers and phones and other IT/communication assets.

*For more details on budget as well as donor contributions see Annex III and IV.*

The 2021 Provisional budget is almost covered as a result of cost savings from the 2020 budget, as a result of limited operations during the COVID-19 Pandemic and new contributions from donors who have agreed to support the Secretariat in its transition to Phase 3. The estimated funding gap (approximately USD 380,000) could either be reabsorbed by cost savings in 2021 or be covered by additional donor contributions. **The funding gap does not take into account the budget to be developed for the new organisational set up in mid-2021, following the Functional Review. Should the headcount and/or cost of contracts increase, there will be an additional funding gap. A revised budget for 2021 and the rest of Phase 3 will be prepared in Quarter 2.**

## Annex I: Multi-year Activity Framework of the SUN Movement Secretariat (2016 – 2020) – updated March 2020

Primary Outcome	Intermediary Outcome	2020 Outputs (2021 revisions in blue)	Revised Set of Activity Indicators (2021 revisions in blue)
<p><b>1.</b> Improved accountability by all SUN Stakeholders to achieve the goals outlined in the SUN Strategy &amp; Roadmap</p>	<p><b>1.1.</b> 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"> <li>• Coordinate and facilitate Lead Group Renewal Process</li> <li>• One face-to-face meeting of the Lead Group during UNGA; (Depending on the evolution of the COVID-19 pandemic, the 2021 annual Lead Group meeting may have to be virtual)</li> <li>• The Lead Group engagement plan (advocacy strategy) finalised and implemented (see also Intermediate Outcome 2.2).</li> <li>• Number of bilateral meetings / calls between Coordinator and Lead Group members.</li> </ul>
		<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"> <li>• Four meetings of the Executive Committee organised and facilitated each year following established modus operandi.</li> <li>• <a href="#">Support to the SUN 3.0 Ops Group, SUN 3.0 Secretariat Arrangements (Function Review) and other task teams as believed necessary in 2021.</a></li> <li>• <a href="#">Support to refresh the membership of the Executive Committee in 2021.</a></li> <li>• <a href="#">Inclusion of a youth representative in the refresh of the Executive Committee in 2021</a></li> <li>• <a href="#">Further activities to be confirmed as the revisions to the Executive Committee ways of working are clarified and</a></li> </ul>

Primary Outcome	Intermediary Outcome	2020 Outputs (2021 revisions in blue)	Revised Set of Activity Indicators (2021 revisions in blue)
			<p><u>approved by Lead Group through the SUN 3.0 Ops Group.</u></p>
		<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"> <li>• Substantive engagement at country level undertaken by Coordinator</li> </ul>
		<p>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.</p>	<ul style="list-style-type: none"> <li>• The review of the Ethical Framework will be addressed through the SUN 3.0 Roadmap development</li> </ul>
	<p><b>1.2.</b> Increased Use of the System for Monitoring, Evaluating, Accountability and Learning (MEAL) system by all SUN Movement stakeholder for knowledge sharing and learning</p>	<p>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.</p>	<ul style="list-style-type: none"> <li>• SUN Movement Secretariat's Information System is up-to-date and used with annual Joint-Assessments to inform annual SUN Movement Progress Report</li> <li>• A revised SUN Movement MEAL system for GSS is in place for SUN Strategy 3.0</li> <li>• A revised SUN Movement Accountability framework, including a new Joint Annual Assessment for SUN Countries is in place for SUN Strategy 3.0</li> </ul>
		<p>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.</p>	

Primary Outcome	Intermediary Outcome	2020 Outputs (2021 revisions in blue)	Revised Set of Activity Indicators (2021 revisions in blue)
		<p>1.2.3. 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.</p>	<ul style="list-style-type: none"> <li>SUN Movement Annual Progress Report is complete, translated, published on SUN Movement website</li> </ul>
		<p>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.</p>	<ul style="list-style-type: none"> <li>&gt;80% of SUN government focal points (or appointed representatives) participating in SUN Global Gatherings and &gt;50% participating in regional gatherings and other face-to-face learning and sharing events</li> </ul>
		<p>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)</p>	<ul style="list-style-type: none"> <li>Facilitate a transparent and participatory development and implementation of the SUN 3.0 Roadmap</li> </ul>
	<p><b>1.3.</b> Better coordinated contribution of all SUN Movement stakeholders to the broader development agenda to improve its coherence and relevance for nutrition</p>	<p>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.</p>	<ul style="list-style-type: none"> <li>Participation and active contribution of the SUN Movement Secretariat and Coordinator in key global events relevant to nutrition governance.</li> </ul>

Primary Outcome	Intermediary Outcome	2020 Outputs (2021 revisions in blue)	Revised Set of Activity Indicators (2021 revisions in blue)
		<p>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 of teleconference with SUN Countries if there is significant interest or perceived value in discussing the issues under consideration.</p>	<ul style="list-style-type: none"> <li>Briefings are prepared and disseminated to SUN Countries on key policy issues and discussions</li> </ul>
		<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"> <li>At least 3 new relationships are developed with key partners that can help accelerate progress on nutrition</li> </ul>
<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</p>	<ul style="list-style-type: none"> <li>% of NEW plans reviewed by the SUN Movement Secretariat using the Quality Checklist (80% in 2017, 100% in 2018, 100% in 2019; <b>At least 70% in 2020 and 2021</b>)</li> <li>% 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; <b>At least 70% in 2020 and 2021</b>)</li> <li>% of SUN countries doing their annual joint-assessment and linking it with monitoring of spending, implementation, and results data (50%</li> </ul>

Primary Outcome	Intermediary Outcome	2020 Outputs (2021 revisions in blue)	Revised Set of Activity Indicators (2021 revisions in blue)
		<p>country efficiency with which financial resources are used. Working with others the Secretariat will 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. The Secretariat will especially support SUN Countries with advanced information systems to share their</p>	<p>in 2017, 60% in 2018, 70% in 2019; At least 70% in 2020 and 2021 considering COVID-19 disruptions).</p>



Primary Outcome	Intermediary Outcome	2020 Outputs (2021 revisions in blue)	Revised Set of Activity Indicators (2021 revisions in blue)
		<p>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>2.1.5. 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><b>2.2.</b> Increased salience of nutrition as a top policy, financing, and institutional priority by the SUN Movement at national, regional, and global levels.</p>	<p>2.2.1. 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>	
		<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-</p>	

Primary Outcome	Intermediary Outcome	2020 Outputs (2021 revisions in blue)	Revised Set of Activity Indicators (2021 revisions in blue)
	<p><b>2.3.</b> Strengthened functional capacities of individuals and institutions in all SUN Countries to collaborate effectively across sectors and between stakeholders to improve nutrition.</p>	<p>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>	
		<p>2.2.3. <b>The Secretariat will continue with the development of a SUN Movement communication strategy (2021-2025)</b> 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"> <li>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). <b>Production of a tailored part of the website to produce and share information about the COVID crisis and response.</b></li> </ul>
		<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"> <li>Opportunities created for all SUN Countries who request support in strengthening functional capacities</li> <li>Efforts and investments in functional capacity strengthening <b>that pass through the Secretariat</b> are tracked and reported</li> </ul>
<p>2.3.2. With partners, the Secretariat will support SUN Countries to improve multi-stakeholder platform design, management, functioning and</p>	<ul style="list-style-type: none"> <li>% of SUN Countries self-assessing that their MSP is functioning effectively, reporting scores in the Joint-</li> </ul>		

Primary Outcome	Intermediary Outcome	2020 Outputs (2021 revisions in blue)	Revised Set of Activity Indicators (2021 revisions in blue)
		<p>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>	<p>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; <b>at least 70% in 2020 and 2021</b>)</p>
		<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"> <li>• &gt;80% of requests made by SUN Countries <b>to the Secretariat</b> 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 earlier indicator</li> </ul>
	<p>2.4. Increased attention by all SUN Countries to the most vulnerable populations, and women and girls, in the policy and budget management cycle</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"> <li>• % 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; <b>at least 70% in 2020 and 2021</b>).</li> </ul>
		<p>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</p>	<ul style="list-style-type: none"> <li>• Lessons and concrete examples of applying an equity focus are complete and disseminated</li> </ul>
<p>3. Established system for timely and appropriate peer-to-peer</p>	<p><b>3.1.</b> Increased use by all SUN Countries of peer-to-peer exchange including on issues related to specific</p>	<p>3.1.1. The Secretariat will facilitate and document virtual and/or face-to-face exchanges among SUN Countries every quarter, <b>as requested by the countries</b>, in relation to a theme of common interest to SUN countries.</p>	<ul style="list-style-type: none"> <li>• % of countries participation in quarterly country calls focusing on SUN Movement Strategy and Roadmap priorities (&gt;75% in 2017, &gt;75% in 2018)</li> </ul>

Primary Outcome	Intermediary Outcome	2020 Outputs (2021 revisions in blue)	Revised Set of Activity Indicators (2021 revisions in blue)
exchange and technical cooperation for all SUN countries	contextual challenges and opportunities	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.	and >75% in 2019, >75% in 2020 and 2021) <ul style="list-style-type: none"> <li>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</li> <li>Country call summaries and related publications (In Practice Briefs, Synthesis and Summary Reports) are increasingly downloaded from SUN website)</li> </ul>
	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"> <li>At least 75 % of countries' requests are responded to by the Secretariat in a timely and predictable way as part of the capacity development mechanism.</li> </ul>
	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"> <li>The Secretariat provides efficient support to a potential new SUN Movement pooled fund</li> </ul>

## Annex II: 2021 Workplan of the SUN Movement Secretariat

Primary Outcome	Intermediary Outcome	2021 Outputs	2021 Timeline
1. Improved accountability by all SUN Stakeholders to achieve the goals outlined in the SUN Strategy & Roadmap	1.1. Increased capacity of SUN movement stewardship to fulfil their responsibilities to guide the movement.	1.1.1. Lead Group supported to provide strategic direction to the SUN Movement and act as high-level emissaries	• January – December
		1.1.2. Support the Executive Committee administratively and with its transition to a body that provides stronger strategic direction and guidance	• January – December
		1.1.3. Support substantive engagement at country level undertaken by Coordinator	• January – December
		1.1.4. The review of the Ethical Framework will be addressed through the Phase 3 Roadmap development	• January – June
	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 update, test, and improve its MEAL system	• January – December
		1.2.2. The Secretariat prepares and supports countries to undertake the annual Joint-Assessment of Progress and Priority Setting.	• July – October
		1.2.3. The Secretariat leads the drafting and translation of the SUN Movement Annual Progress Report and its Compendium of Country Profiles.	• July – December
		1.2.4. The Secretariat will facilitate a transparent and participatory development and implementation of the Phase 3 Roadmap.	• January – June
	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.	• January – December
		1.3.2. The Secretariat prepares and circulates accessible briefs to SUN Country Government Focal Points.	• January – December
		1.3.3. The Secretariat strengthens collaboration with existing partners and forge new relationships with partners that will help accelerate progress on nutrition.	• January – December

Primary Outcome	Intermediary Outcome	2021 Outputs	2021 Timeline
2. Increased implementation and monitoring of nutrition multi-sectoral plans by coordinated stakeholders in all SUN Countries.	2.1. Improved access to and better use of resources for multi-sectoral plans for nutrition in all SUN Countries.	2.1.1. The Secretariat will support the review of existing national plans based on the Checklist for creating good nutrition plans.	• March – August
		2.1.2. Conduct the sixth SUN Country budget analysis exercise.	• February – July
		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.	• January – December
		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.	• January – December
		2.1.5. Support the organization of donor roundtables to fund nutrition plans	• January – December
		2.1.6. Develop and maintain an information repository on nutrition funding sources to enable countries to prepare themselves for funding opportunities.	• January – December
	2.2. Increased salience of nutrition as a top policy, financing, and institutional priority by the SUN Movement at national, regional, and global levels.	2.2.1. The Secretariat will start the development of a SUN Movement communication approach (2021-2025) to ensure that rich country information and experience is made more widely available and will be utilised for more targeted advocacy.	• March – December
		2.2.2. The Secretariat will support (liaise with and accompany) all SUN countries to make ambitious commitments at the Nutrition for Growth Summit. The Secretariat will facilitate coordinated SUN Movement advocacy on Nutrition for Growth and Food Systems by the Global Support System and key partners at global and country levels.	• January – December
		2.2.3. With the SUN networks, the Secretariat will support the development, revision and implementation of national multi-sectoral advocacy and communication strategies.	• March – December
		2.2.4. Support Parliamentary and Nutrition Champion advocacy across the Movement	• March – December
	2.3. Strengthened functional capacities of individuals	2.3.1. The Secretariat will support the Strengthening of Focal Point Capacity.	• January – May

Primary Outcome	Intermediary Outcome	2021 Outputs	2021 Timeline
	and institutions in all SUN Countries to collaborate effectively across sectors and between stakeholders to improve nutrition.	2.3.2. With partners, the Secretariat will support SUN Countries to improve multi-stakeholder platform design, management, functioning and decentralisation.	• January – June
		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.	• January – December
	2.4. Increased attention by all SUN Countries to the most vulnerable populations, and women and girls, in the policy and budget management cycle	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. (Postponed due to Covid19 response advocacy activity)	• March – December
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	3.1.1. In collaboration with SUN Networks, organize at least 5 webinars for SUN Countries to share their experience and learn from each other.	• February – December
	3.2. Enhanced responsiveness and timeliness of technical support to all SUN Countries	3.2.1. The Secretariat will coordinate mapping of countries' priorities and requests to inform demand-driven Technical Assistance.	• January – December
	3.3. Established technical secretariat in the SUN Movement Secretariat for management of possible new SUN Movement Pooled Fund	3.3.1. Ensure the successful completion of all Phase 2 Pooled Fund projects and collection of impact stories and lessons learned 3.3.2. Support the review and visioning process of a potential renewed Pooled Fund for Phase 3 of the Movement.	• January – December

## Annex III: Provisional Revised Budget of the SUN Movement Secretariat (2016 – 2020 and 2021)

2016 - 2021 Provisional Revised Budget / USD (for review and endorsement by SUN Movement Executive Committee_8 Feb 2021)										
BUDGET ACCOUNTS	CATEGORIES	2020 headcount	2021 headcount	Realized Budget 2016*	Realized Budget 2017*	Realized Budget 2018*	Realized Budget 2019	Provisional realised Budget 2020 (Jan 2021 update)	Provisional Budget 2021 (Jan 2021 update)	Total Budget 2016 - 2021 (Jan 2021 update)
<b>PERSONNEL CONTRACTS TRAVEL</b>	<b>Human Resources</b>	30	31	\$3.356.191	\$2.987.307	\$3.541.870	\$4.495.914	\$5.176.313	\$5.569.127	\$25.126.723
	<b>Advisory Services</b>			\$69.579	\$77.614	\$125.996	\$187.878	\$54.061	\$300.000	\$815.128
	<b>Travel</b>			\$579.364	\$482.586	\$410.170	\$565.326	\$77.759	\$250.000	\$2.365.205
	Communication and IT Support			\$51.604	\$104.935	\$93.549	\$121.438	\$76.459	\$130.000	
	Translation			\$76.928	\$107.142	\$111.840	\$155.324	\$118.402	\$250.000	
	Printing & Visibility			\$46.301	\$25.054	\$21.703	\$45.727	\$5.591	\$25.000	
	Office Rent (Geneva)			\$320.548	\$342.800	\$237.522	\$270.197	\$316.752	\$330.000	
	Website Services			\$139.894	\$112.458	\$121.537	\$194.976	\$122.494	\$300.000	
	Miscellaneous direct costs			\$12.590	\$24.258	\$21.343	\$58.640	\$11.547	\$30.000	
	Special Events			\$84.126	\$1.478.458	\$137.305	\$1.271.138	\$39.019	\$200.000	
External Evaluation / SUN 3.0 transition							\$143.720			
<b>OPERATING GOODS/EQUIPME</b>	<b>General Operations</b>			\$731.995	\$2.194.825	\$744.799	\$2.116.516	\$833.984	\$1.265.000	\$7.887.118
<b>SUBTOTAL</b>	<b>Equipment</b>			\$9.207	\$3.590	\$7.031	\$49.842	\$12.073	\$15.000	\$96.743
<b>FEEES</b>	<b>Subtotal</b>			\$4.746.336	\$5.745.922	\$4.829.866	\$7.415.476	\$6.154.190	\$7.399.127	\$36.290.918
	<b>Indirect Costs</b>			\$332.244	\$372.710	\$371.706	\$518.987	\$430.793	\$517.939	\$2.544.379
<b>TOTAL</b>				<b>\$5.078.580</b>	<b>\$6.118.632</b>	<b>\$5.201.572</b>	<b>\$7.934.464</b>	<b>\$6.584.982</b>	<b>\$7.917.064</b>	<b>\$38.835.295</b>

\* The 2016,2017 budget as well as some of 2018 budget have also been covered by the UNDP/UNOPS accounts in New York under the previous hosting arrangement  
2020 being the last year of phase 2 of the SUN Movement Secretariat, the 2016 to 2018 budget will be adjusted with the certified Financial Statement from UNOPS Geneva and UNOPS NY before the end of June 2021.



## Annex IV: Donors Contributions to the SUN Movement Secretariat (2016 – 2020 and 2021) - USD

SUN MOVEMENT SECRETARIAT 2.0: DONOR CONTRIBUTIONS (January 2016 - December 2021) - in USD								
DONOR	2016	2017	2018	2019	2020	2021 - transition phase 3	TOTAL	SHARE %
United Kingdom	\$622.683	\$525.000	\$563.758	\$530.973	\$534.045		<b>\$2.776.459</b>	8,03%
Canada	\$1.556.224		\$794.913		\$1.417.760		<b>\$3.768.897</b>	10,90%
France	\$60.000	\$106.724	\$73.620	\$70.742	\$68.182		<b>\$379.267</b>	1,10%
	1 staff	1 staff						
Germany	\$1.068.500	\$1.184.834	\$1.156.069	\$1.106.195	\$1.175.088		<b>\$5.690.686</b>	16,46%
United States	\$500.000	\$500.000	\$500.000	\$500.000	\$500.000		<b>\$2.500.000</b>	7,23%
European Union	\$98.455		\$1.433.692	\$1.243.353	\$1.635.016	\$238.949	<b>\$4.649.465</b>	13,44%
Bill&Melinda Gates Foundation	\$575.000						<b>\$4.125.000</b>	11,93%
	\$1.600.000	\$1.000.000	\$400.000	\$300.000		\$250.000		
The Netherlands		\$1.100.000	\$1.100.000	\$1.100.000	\$1.100.000		<b>\$4.400.000</b>	12,72%
				1 staff	1 staff			
Ireland	\$746.170		\$398.180	\$385.039	\$587.544		<b>\$2.116.933</b>	6,21%
Norway			\$878.117	\$826.082	\$795.587		<b>\$4.176.351</b>	12,08%
				\$544.959	\$1.131.606			
World Food Programme	1 staff							
<b>TOTAL per year</b>	<b>\$6.827.033</b>	<b>\$4.416.558</b>	<b>\$7.298.348</b>	<b>\$6.607.343</b>	<b>\$8.944.828</b>	<b>\$488.949</b>		
<b>TOTAL cumulative</b>	<b>\$6.827.033</b>	<b>\$11.243.591</b>	<b>\$18.541.939</b>	<b>\$25.149.282</b>	<b>\$34.094.110</b>	<b>\$34.583.059</b>		

	<div style="border: 1px solid black; padding: 2px; margin-bottom: 2px;"> <span style="background-color: #D9EAD3; border: 1px solid black; display: inline-block; width: 15px; height: 10px; vertical-align: middle;"></span> SMS/UNOPS in discussion with donor - no signed agreement yet         </div> <div style="border: 1px solid black; padding: 2px;"> <span style="background-color: #D9EAD3; border: 1px solid black; display: inline-block; width: 15px; height: 10px; vertical-align: middle;"></span> SMS/UNDP contribution under phase 1 hosting agreement         </div>
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