

**Support to the Scaling-up Nutrition (SUN) Movement
Secretariat**

*Annual Narrative Report
1 October 2012 – 30 September 2013*

&

*Provisional Financial Report
1 January 2013 – 31 December 2013*

Acronyms

CIFF	Children’s Investment Fund Foundation
CSA	Civil Society Alliance
CSO	Civil Society Organization
GSO	Global Social Observatory
EC	European Commission
M&E	Monitoring and Evaluation
MPTF	Multi-Partner Trust Fund
NGO	Non-governmental Organization
MQSUN	Maximising the Quality of Scaling Up Nutrition
N4G	Nutrition for Growth
OECD-DAC	Organization for Economic Co-operation and Development-Development Assistance Committee
SUN	Scaling Up Nutrition
SUN ACT	Scaling Up Nutrition Advocacy and Communication Team
UN	United Nations
UNSCN	United Nations Standing Committee on Nutrition

About this report

The Monitoring and Evaluation Framework¹ of the Scaling Up Nutrition (SUN) Movement considers September 2012 as the baseline and September 2013, 2014 and 2015 as the reference points for the monitoring and reporting of the progress and achievements of the Movement.

The SUN Movement Secretariat serves the SUN Movement and delivers support services (outputs) to the Movement as a whole. The present report monitors outputs contributing to three expected results areas:

- **Result Area 1:** The SUN Movement *Lead Group* is able to exercise stewardship over the Movement, sustain the political attention to under-nutrition and increase investments in direct nutrition interventions and nutrition sensitive development.
- **Result Area 2:** Each *SUN Country* is better able to bring together national stakeholders for implementation of effective actions to Scale Up Nutrition, to learn how best to do this from experiences of other SUN Countries and to access aligned external support for realising its objectives.
- **Result Area 3:** Stakeholders from self-governing and mutually accountable *SUN Networks* respond to needs of SUN Countries in a timely and effective way and contribute to responsive and aligned assistance to SUN Countries.

This report serves primarily to demonstrate the Secretariat's accountability by exhibiting the extent to which the Secretariat lives up to its mandate and contractual commitments and its ability to learn from experiences.

The reporting period covered in this report is 1 October 2012 – 30 September 2013.

The present Annual Narrative and Financial Report includes (1) an introductory executive summary, (2) a summary of the evolution of the context of the work of the SUN Movement Secretariat during the reporting period, (3) details of the Secretariat's activities and outputs monitored for the reporting period, (4) and update on the communication and visibility operations, (5) an update of the staffing and budget of the Secretariat and the report of provisional expenditures for the period 1 January 2013 – 31 December 2013.

The Annual Financial Report of Expenditures for the whole calendar year 2013 will be submitted by 15 June 2014. The 2013 Financial Report will include reference to all donor contributions, the total approved budget over the programme period and the previous year budget with realized expenditures.

¹ The M&E Framework of the SUN Movement is available at <http://scalingupnutrition.org/wp-content/uploads/2013/07/20130701-SUN-ME-Framework-Final.pdf>

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1. Introductory Executive Summary

The reporting period 1 October 2012 to 30 September 2013 was an exceptional time for the SUN Movement: political commitments to nutrition intensified; new evidence contributed to reinforce policies and legal frameworks; stakeholders worked together with governments to strengthen plans to bring specific nutrition interventions and nutrition-sensitive development to scale and; unprecedented resources were committed to nutrition, alongside agreements to improve financial tracking. The SUN Movement is being recognised as an important catalyst for change both within countries and globally: the second Lancet series on Maternal and Child Nutrition Health published in June 2013 highlighted the crucial role of the SUN Movement in establishing the political and policy environment critical for improving nutrition.

An additional ten countries committed to scale up nutrition during the reporting period. There are now 41 countries in the Movement, home to around 80m stunted children. 20 SUN Countries have held national launches of their own SUN Movements, and over 20 SUN Countries have committed to increase their national expenditure on nutrition. The potential to achieve significant reductions in the numbers of children affected by chronic under-nutrition (specifically stunting), women of reproductive age affected by anaemia, infants born with low weight and children affected by severe acute malnutrition at any time, has been greatly enhanced. The SUN Movement Secretariat supported the SUN Lead Group, the four stakeholder Networks and the 41 SUN Countries in the Movement to achieve progress towards their commitments to end malnutrition.

The Secretariat supported the Lead Group to exercise stewardship over the Movement. It has provided reports on progress and challenges, organised their formal meetings and a series of ad-hoc moments, provided briefings for key events, convened stakeholders on their behalf and facilitated meetings. In this reporting period, the Lead Group has approved the monitoring and evaluation framework that forms the basis for mutual accountability in the Movement, undertaken high-level advocacy on financial tracking, gender and climate justice, resource mobilisation, multi-stakeholder convening's, and worked to foster a greater understanding of malnutrition and the SUN Movement.

The Secretariat provides a regular platform for SUN Countries to interact, provide updates of their own progress and share experiences and best practice with their peers. Through two-monthly calls and during the annual Global Gathering organized by the Secretariat in New York, SUN Countries have identified a number of priorities that will enable them to translate their government's political commitments into a capacity to deliver sustainable results by implementing effective actions to scale up nutrition through their national multi-stakeholder platforms stakeholders. These include advocacy and communication; planning, costing, tracking use of funds and mobilizing resources; monitoring, implementation and evaluating impact; and managing and co-ordinating implementation. The Secretariat is systematizing the approach of facilitating communities of practice that bring together country requests with specialist technical support from the SUN Movement's networks. This is vital to enable aligned support for SUN Countries' objectives.

The Secretariat has supported networks of donors, civil society, business and the UN system to more effectively respond to country needs in a timely and effective way. In this reporting period, the SUN Secretariat has encouraged all SUN Networks to make progress in their own governance systems, work plans and membership: these process are now all in place. The Secretariat has facilitated network input into major work streams such the monitoring and evaluation framework and progress reports; major trans-network events such as the High Level meeting on resource tracking in Brussels (March 2013) and the Nutrition for Growth event in London (June 2013); and encouraged aligned action at country-level through high-level visits, support to the SUN Multi-Partner Trust Fund (MPTF) and targeted advocacy. The Secretariat continues to broker resource requests from SUN Countries with the supply available within the networks. An illustration of this support is the 20 costed nutrition plans, developed by SUN Countries with support from a consortia of expertise provided by the donor network and facilitated by the Secretariat.

Whilst the SUN Movement continues to gain traction, and the evidence for investing in nutrition continues to build, much more remains to be done if we are to reach the collective goal of ending malnutrition and contributes to the Millennium Development Goals of eradicating extreme poverty and hunger, reducing child mortality, improving maternal health, combating disease, empowering women, and achieving universal primary education.

There are a number of challenges that the Secretariat has encountered over the reporting period that has affected the progress made towards achieving this goal. The Secretariat is still working with the context of a fragmented system for global governance of nutrition, and for progress on nutrition to be sustained, this still needs to be addressed. Accountability of the Movement needs to be improved, and will require action to be taken by organizations and their boards if they are to align behind national plans. The success of the Movement over the reporting period, with 10 additional countries committing to scale up nutrition, has stretched the capacity of the Secretariat to provide the support expected and required. Whilst it is creating an interesting dynamic of exchange of experience amongst various country contexts, it is challenging the capacity of the Secretariat that has been set up in 2012 with 25 countries participating. The value that the Secretariat has brought to the Movement has led to an increase in its involvement in the activities of the various networks. The Secretariat has found itself immersed in work that will eventually be core responsibilities of the various networks' organizations when they become fully functioning.

The Movement is now entering a transition phase: it is two years before the end of its mandate. Whilst evidence from countries suggests that the Movement is catalyzing the change they seek, it is not yet clear whether the Movement and its Secretariat as currently configured, stewarded and managed provide the most effective and efficient support. Additionally the mandates of the Chair of the Lead Group, the Coordinator of the Movement and the Lead group as a whole is coming to an end. The Secretary General is considering extending these mandates for a further two years to ensure stability within the Movement beyond 2015.

To this end, an independent evaluation of the SUN Movement will be carried out in 2014. The evaluation of the Movement (including the Secretariat) will be both summative, for purposes of accountability and learning, and formative, to enable its members and the Lead Group to plan for a future Movement that can meet this expectations of its members. This will not be an impact evaluation, but rather an opportunity to assess the effectiveness with which the Movement is functioning, the context within which the Movement is evolving, in-country progress towards achievement of the SUN Movement's four Strategic Objectives² and the extent to which the Movement's networks, secretariat and Lead Group are supporting countries' efforts for scaling up nutrition and the impact of this support.

² "SUN stakeholders will work together within each country to pursue the following four strategic objectives:

1. Create an enabling political environment, with strong in - country leadership, and a shared space (multi - stakeholder platforms) where stakeholders align their activities and take joint responsibility for scaling up nutrition
2. Establish best practice for scaling up proven interventions, including the adoption of effective laws and policies
3. Align actions around high quality and well-costed country plans, with an agreed results framework and mutual accountability
4. Increase resources, directed towards coherent, aligned approaches"

SUN Movement Strategy (2012-2015) available at <http://scalingupnutrition.org/wp-content/uploads/2012/10/SUN-MOVEMENT-STRATEGY-ENG.pdf>

2. Evolution of the context of the work of the SUN Movement Secretariat

2.1 Action for nutrition: Evolution of evidence and commitments between October 2012 and September 2013

Malnutrition is responsible for almost half of all deaths of children under five each year – more than three million deaths annually. Globally, nearly one in four children under five – or 165 million children – is stunted. There is unequivocal evidence that investing in nutrition saves lives, improves health and wellbeing, increases educational attainment and provides enormous returns on investments in terms of economic growth.

The Lancet series on Maternal and Child Nutrition, published in June 2013, provides the strongest evidence to date on the potential benefits of actions to reduce the risk of malnutrition. It adds to a wealth of evidence that good nutrition is particularly significant in the period between the start of pregnancy and a child's second birthday, and for young women before they are pregnant.

Progress towards improved nutrition requires continued political commitment from leaders and the international community. Overall political interest in nutrition is increasing. Nutrition is being prioritised in many countries' development agendas. The SUN Movement has contributed to generating substantial interest in nutritional outcomes across the discourse on nutrition over the past year.

Over the course of 2012 and 2013 leaders focused on nutrition at many regional and global events. At the UN Conference on Sustainable Development – Rio+20 Conference (June 2012) Heads of State and Government and high-level representatives reaffirmed their commitment to enhancing food security and access to adequate, safe and nutritious food for present and future generations. At the High Level Event on Nutrition held at the margins of the 67th UN General Assembly in New York (September 2012), the UN Secretary-General Ban Ki-moon highlighted the importance of nutrition and the critical work of the SUN Movement. He said that “SUN is rallying governments, civil society, the private sector and international donors. Many of the countries who have joined the Movement have demonstrated that progress is possible, even in the face of economic, climatic and political challenges.”

At the Nutrition for Growth event, hosted by the Governments of the United Kingdom and Brazil and the Children's Investment Fund Foundation in June 2013, global leaders committed to prevent at least 20 million children from being stunted and save at least 1.7 million lives by 2020 with an ambitious set of individual commitments for beating hunger and improving nutrition.

2.2 The Scaling Up Nutrition Movement: Evolution between October 2012 and September 2013

The Scaling Up Nutrition Movement has advanced greatly. The pace of growth of the Movement has been rapid: 12 countries in February 2011 – 30 countries in September 2012 – 41 countries in September 2013 with the State of Maharashtra in India now partnering with the Movement³. They are home to over half (81 million) of the children in our world that are affected by chronic malnutrition (stunting). They commit to driving forward their national nutrition plans at scale so that their people can enjoy better nutrition. Governments from SUN Countries and their development partners are taking nutrition seriously; and as information is becoming more widely accessible, people are holding them – and their supporters – to account. Ensuring adequate nutrition is increasingly seen as a core responsibility of governments and development actors and is featuring in a growing number of campaigns against inequity.

2013 will be remembered as the year when nutrition came to life. Since September 2010, the Movement has sought to create space in which nutrition can become a global political priority. During 2012, SUN Countries invested in new ways of working so as to ensure that efforts for improving nutrition

³ For more insight on the evolution of the SUN Movement visit the website <http://scalingupnutrition.org/>

were as effective as possible. In 2013, the Movement has encouraged a) the mobilisation of additional resources for nutrition, b) the implementation of synergised efforts by multiple stakeholders, c) the strengthening of capacity needed to deliver results and d) better functioning systems for demonstrating results.

Over USD 23 billion of external resources have been committed to nutrition globally, networks of supporters are expanding, and consensus is being reached on how best to improve the effectiveness of support to SUN Countries. Members of the Movement are applying their expertise and knowledge in ways that are changing the discourse on nutrition, and this is beginning to make lasting transformations in the way they work together for effective action. Efforts are underway to ensure that the concept of 'nutrition justice' is a central feature in the broader discourse on development and human rights. The SUN Movement has created space to mobilise global support to scale up nutrition at country level, enabling governments and implementing agencies to better achieve impact. It has improved linkages between country-level action and global advocacy for nutrition and has enabled governments to reinforce their capacity to deliver results. The empowerment of women is increasingly accepted as being the central pathway for achieving nutrition justice. The work undertaken this year also reminds us that there is much more to be done if national goals for better nutrition are to be realised and the scourge of malnutrition is to be ended within our lifetime.

At the occasion of the SUN Movement Global Gathering (New York, 23 and 24 September 2013) 250 participants from governments, civil society groups, donor agencies, business enterprises, the United Nations and the scientific community gathered to take stock of the SUN Movement's progress, to share – with each other – their experiences and the lessons they have learned and to focus on SUN Countries' specific needs and how members of the SUN Networks can best respond to them. The following conclusions were drawn:

- Leaders of SUN Countries increasingly recognize that poor nutrition undermines the abilities of individuals and communities to fulfill their full potential. They commit to reduce the inequities and injustice experienced by those who are malnourished and are calling for scaled-up implementation of the actions needed to enable all people to enjoy good nutrition.
- Their Governments are prioritizing development strategies that are sensitive to the causes of malnutrition in all of its forms and are scaling up implementation of specific nutrition interventions especially for women and children under the age of two.
- Different sectors of Government are finding better ways to plan and act together for nutrition outcomes. Within SUN Countries, national movements are supporting Government policies: they include groups from civil society, as well as development partners, UN system agencies, research scientists and business enterprises.
- Effective implementation of plans and delivery of actions are now vital to success: SUN Countries seek help from each other to strengthen know-how, skills and capacities of all involved in scaling up nutrition.
- New investments in nutrition – from Government, in-country supporters and external sources – can be unlocked with the help of strong national and local-level plans, as well as demonstrations of results. This means having robust systems for tracking investments and outcomes.
- There is much greater appreciation that SUN is about political commitments for nutrition and accountability for these commitments.
- A changing narrative for nutrition is arising where undernutrition, obesity and micronutrient deficiency are addressed together with a renewed focus on performance, quality and results through transformations in the way governments and their supporters institutionalise nutrition so that results can be sustained at scale.

3. Activities of the Scaling Up Nutrition Movement Secretariat

This section reports on activities carried out and results achieved by the SUN Movement Secretariat during the reporting period, presented along the three Result Areas of the Monitoring and Evaluation framework of the SUN Movement (see Annex 3). For each Output identified in the logframe of the SUN Movement Secretariat, activities, achievements, difficulties encountered (if any) and possible changes and prioritization of the work for the next implementation period are presented. The updated work-plan of the SUN Movement Secretariat for the rest of the implementation period is presented in Annex 2.

Result Area 1: The SUN Movement Lead Group is able to exercise stewardship over the Movement, sustain the political attention to undernutrition and increase investments in direct nutrition interventions and nutrition-sensitive development.

The 27 members of the SUN Lead Group meet twice a year, in April and September, to review progress in the Movement and offer strategic guidance. Members of the Lead Group continue to use their influence within their respective constituencies to raise awareness of the goals of the Movement and encourage alignment behind national commitments. Over the past year they have been involved in high-level meetings, media interviews and opinion pieces and have participated in country launches, regional events and international meetings.

Twice yearly Lead Group meetings have been an effective process to ensure oversight and strategic guidance to the Movement. The meetings have enabled the Secretariat to align its own work plan to the priorities identified by the Lead Group, and encouraged SUN network members to implement their recommendations in order to best support SUN Countries to scale up nutrition. The meetings of such senior officials serve to sustain the political profile of nutrition globally, and within the Lead Group member organisation or constituent group.

Although Lead Group members were appointed by the UN Secretary General in their personal capacity, many are also involved in the Movement's networks. This enables them to reflect, from their own experience, the progress and challenges involved in pursuing the Movement's strategic objectives. At the same time, the Lead Group is sufficiently diverse to get a balance of perspectives from throughout the Movement. The connections between the Lead Group and the networks are, currently, sufficient. The Secretariat will work with members of the Lead Group to map out their availability to engage in issues of strategic importance- be it through meetings, media, or within their own organizations.

The need to better demonstrate progress was a key demand of the SUN Lead Group during its annual face-to-face meeting in New York in September 2012. Over the course of 2013 the Lead Group provided guidance to the Movement to develop key performance indicators and accountability mechanisms for all stakeholders in the Movement, and to work with countries as they develop their national targets and results frameworks. The Movement has achieved this and is now working to ensure that the networks deliver on their commitments. Over the course of the last 12 months the Lead Group also urged action around resource mobilisation, and encouraged the Movement to seek ways to strengthen national capacities to ensure that resources can be mobilized and used efficiently.

There has been good progress towards achieving the Movement's four Strategic Objectives (as presented in the SUN Movement Strategy -2012-2015)⁴, although there remains much more to be done to achieve the overall goal of ending malnutrition. The Lead Group recognised that efforts to scale up nutrition will require a long-term commitment over several decades. The Lead Group members encourage SUN Countries and stakeholders to explore learning from countries that have successfully worked to accelerate reductions in hunger and poverty and the realisation of the right to adequate food security and nutrition. They agreed to work to ensure that the Movement is open to all stakeholders that align with the Movement's principles, and appreciated the different capacities and experiences that are

⁴ SUN Movement Strategy (2012-2015) available at <http://scalingupnutrition.org/wp-content/uploads/2012/10/SUN-MOVEMENT-STRATEGY-ENG.pdf>

brought by a wide range of stakeholders. They sought to ensure that, whilst nutrition becomes institutionalised across sectors and throughout countries, the SUN Movement itself remains a movement that is not constrained by bureaucracy.

The Secretariat continues fostering the engagement of Lead Group members in support of the SUN Movement. It provides support to the Lead Group so that it can exercise accountable stewardship of the Movement and undertake effective resource mobilisation for addressing under-nutrition. It provides assistance to Lead Group members to oversee the accountability of the overall SUN Movement and fosters opportunities to enable Lead Group members to undertake effective high-level advocacy for nutrition.

The Secretary General is considering extending the mandate of the SUN Lead Group for a further two years to ensure stability as the Movement transitions beyond 2015. Additional members may be asked by the Secretary General to join the Lead Group.

An independent evaluation of the SUN Movement will be carried out in 2014. This is not an impact evaluation, but rather an opportunity to 'assess the effectiveness with which the Movement is functioning', 'the context within which the Movement is evolving', 'in-country progress towards achievement of the SUN Movement's four strategic objectives' and 'the extent to which the Movement's networks, secretariat and Lead Group are supporting countries' efforts for scaling up nutrition and the impact of this support'. The independent evaluation of the Movement (including the Secretariat) will most likely highlight areas where accountability, and efficiency in reporting, could be improved.

Output 1.1: Provide assistance to the Lead Group so that it can exercise accountable stewardship over the Movement in line with the SUN Movement Strategy and Revised Roadmap

Details of activities

- The Secretariat organizes twice yearly meetings for the SUN Lead Group. It also provides them with updates outlining progress and challenges faced by the Movement, against the Movement's strategic objectives; prepares an agenda based on the most pressing issues, and prepares discussion papers; and a State of the SUN Movement Report of Progress (September).
- During the reporting period, the SUN Movement Secretariat organized the 3rd and 4th meetings of the SUN Lead Group (10 April 2013 and 23 September 2013) and an informal meeting of the SUN Lead Group (10 May 2013) [see Output 1.4].
- The Secretariat organized a session during the 4th meeting of the SUN Lead Group where sponsors of the N4G compact and 1000 Days' Partnership gathered together with the Lead Group members.
- The Secretariat maintained regular contacts with SUN Lead Group members (including through bilateral meetings and calls) with the objective of fostering their engagement in support of the SUN Movement.
- The Secretariat updated on a monthly basis the Lead Group Chair on the progress and challenges of the Movement.
- In 2012 Secretariat worked on an overall SUN Movement Activity Plan which helped the identification of the four Strategic Objectives in the SUN Movement Strategy⁵. This exercise also informed the development of the Monitoring and Evaluation Framework of the whole SUN Movement adopted in April 2013.

Achievements against logframe indicators

- The Lead Group's action in ensuring accountable stewardship over the Movement is evidenced in: the Lead Group meeting Summary Notes (April and September), and their recommendations to the Movement; its informal meeting on advocacy opportunities (May 2013); their participation in high-level events throughout 2013 [see Output 1.4 for detailed events]. The Lead Group continues to be fully engaged with the stewardship of the Movement. The meetings in April and September 2013 saw good attendance with over 85% of Lead Group members being present or represented by senior staff. The face-to-face meeting in September 2013 was attended by 18 Lead Group members.
- The Lead Group provides recommendations to the Movement based on their twice yearly discussions. At their 3rd meeting the Lead Group took stock of progress against the actions identified at their 2nd meeting (27 September 2012). In April 2013 the SUN Lead Group also requested 10 actions⁶ to be implemented by the SUN Movement during the next 6 months (April – September 2013), for review by the Lead Group at their September 2013 meeting.
- The 4th meeting of the Lead Group took place in person in New York on the margins of the SUN Movement Global Gathering [see Output 2.1]. Lead Group members reviewed progress in SUN Countries and SUN Networks of supporters against the strategic direction given at the April 2013 meeting. They provided guidance to the Movement on a) strengthening SUN Countries' capacity to deliver results at scale; b) monitoring progress and ensuring accountability; and c) the evolution of the SUN Movement. Given the wide variety of groups involved in supporting the

⁵ SUN Movement Strategy (2012-2015) available at <http://scalingupnutrition.org/wp-content/uploads/2012/10/SUN-MOVEMENT-STRATEGY-ENG.pdf>

⁶ At the 3rd meeting, the Lead Group requested 10 actions of the SUN Movement during the next six months (April-Sept 2013) and they are: 1) Ramp up Lead Group involvement in advocacy for increasing resources for nutrition with special emphasis on under-funded countries; 2) Harness the capacities of the business community and civil society; 3) Improve linkages between nutrition outcomes and agriculture; 4) Encourage South-South, cross-sector and inter-network learning; 5) Seek ways to strengthen national capacities to ensure that resources can be absorbed and used efficiently; 6) Encourage the alignment behind, and the resourcing of, prioritized country actions; 7) Improve mutual accountability in the Movement and link these with agreed targets; 8) Improve the accessibility of country data to enable resource mobilization. 9) Amplify the voices of citizens and encourage their participation in national plans of action; 10) Utilize opportunities in the media to amplify the investment case for nutrition.

efforts of national governments, Lead Group members suggested that the current style of the Movement – with national governments and supporting stakeholders at the centre, backed by self-managed global stakeholder networks – should be maintained: the current effort should not be institutionalised by any one group of stakeholders.

- At their 4th meeting the Lead Group was joined by representatives of N4G and the 1000 days' partnership to discuss how to ensure convergence between emerging nutrition initiatives and the SUN Movement⁷.
- The Lead Group has been able to exercise accountable stewardship. This includes the following: The Lead Group requested the Secretariat to work on Conflicts of Interest within the SUN Movement [See Output 2.1]. The Lead Group welcomed the development of the SUN Movement website, translated into three languages, as an effective way of encouraging transparency and promoting accountability [see Output 1.5]. The Lead Group requested that there was a focus on tracking and monitoring of results-for up to date information on nutritional status to support SUN Countries [see Output 2.2]. In March 2013, members of the SUN Networks met to discuss how 'networked information systems for nutrition' may work (discussions are on-going).
- The SUN Movement Strategy and accompanying Road Map were adopted by the SUN Lead Group at its 2nd meeting in September 2012 (i.e. before the reporting period). The Movement continues to pursue the outcomes identified in the 2012-2015 Strategy and Road Map. The 2013 Draft State of the SUN Movement Progress Report highlights the progress that SUN Movement members have made against these strategic objectives. Aligned with the strategy, in September 2013 the 4th meeting of the SUN Lead Group recommended that an independent evaluation of the Movement be carried out [see Output 1.3].
- There has been good progress towards achieving the Movement's four Strategic Objectives set by the Lead Group in 2012, although there remains much more to be done to achieve the overall goal of ending malnutrition.
- The 2013 State of the SUN Movement Progress Report, produced by the Secretariat, (Chapter 2 pp27-49, and summarized in para 5, p14) provided the Lead Group with an update of progress. It noted that: 1) most countries are strengthening mechanisms that bring different in-country stakeholders together 2) SUN Countries are advancing their legal and policy frameworks for nutrition 3) stakeholders are increasingly focused on a single overarching set of expected results and additional resources are being mobilized to scale up nutrition. It enabled the Lead Group to assess the challenges and opportunities and provide recommendations to the SUN Movement. This has enabled the Secretariat to progress with a work plan best aligned to supporting countries deliver on their objectives.
- Additionally, the Movement is exceeding the expected achievements set out by the Lead Group in the 2012 Strategy (para 35): at least 15 SUN Countries are at preparedness Stage 3 for scaling up nutrition; resources for nutrition have more than doubled, and at least 20 SUN Countries have committed to increase resources across the board. The Secretariat has been instrumental in supporting the outcomes of all of these processes.

Difficulties encountered (if any) - Changes and prioritization in implementation

- The following activity was identified in the Secretariat logframe (1.1.c): "Develop an annual Operating Plan for the Movement – with milestones – that translates the revised Road Map into agreed actions, indicates collective and individual responsibilities and serves as a basis for the Lead Group to exercise stewardship". Based on the SUN Movement Strategy and accompanying Road Map adopted by the SUN Lead Group at its 2nd meeting in September 2012, the Lead Group identified the need for a Monitoring and Evaluation Framework that would capture transformational changes in the way stakeholders in the SUN Movement work together in pursuit of the Movement's four strategic objectives. The Secretariat has supported the development of such an M&E Framework [see Output 1.3] instead of developing an annual Operating Plan that would not reflect properly the nature of the Movement. Therefore, activity (c) related to Output 1.1 will not be carried forward. For the rest of the reporting period, the SUN

⁷ The full report of the meeting is available at <http://scalingupnutrition.org/wp-content/uploads/2013/11/SUN-Lead-Group-Meeting-23-September-2013-Summary-Note-Final.pdf>

Movement Secretariat will continue carrying out activities (a) and (b) listed in the Secretariat logframe. The Secretariat will also provide recommendations to the Lead Group on how the SUN Movement can best work in synergy with others that have common goals. The Lead Group's present mandate, and that of the Chair, runs until the end of 2013. The Secretariat will request the Secretary-General to extend the mandate of the Lead Group.

- The first version of the Movement's logframe included the development of a manifesto indicating the contribution of the Lead Group to the SUN Movement (based on the SUN Movement strategy) was prepared in 2013. The revised logframe (included in the M&E Framework of the SUN Movement as endorsed by the Lead Group in April 2013 and submitted to Secretariat's donors in the Inception Report – July 2013) does not include development of a manifesto. After reflection, it was felt that this would be duplication of the 2012-2015 SUN Movement Strategy and Road Map: themselves a statement of intent under the overall responsibility of the Lead Group. Instead the Lead Group provides recommendations to the Movement twice yearly, in April and September, as outcomes of their meetings. These are translated and disseminated through the SUN Movement's website.
- The governments of countries in the SUN Movement are focusing on the need to strengthen in-country capacities to scale-up nutrition. The SUN Movement Secretariat has provided the Lead Group with a summary of these requests. The Lead Group has tasked the SUN Movement Secretariat to facilitate the provision of external support by brokering requests from SUN Countries with members of the SUN Networks. The Lead Group has requested that all members of the SUN Movement take responsibility to align their support to the priorities identified in national nutrition plans and common results frameworks. The Secretariat is working with the different countries and networks to ensure that this happens.

Output 1.2: Provide assistance to Lead Group members – and the Movement as a whole – to undertake effective resource mobilization for addressing undernutrition
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Details of activities

- The Secretariat supported the efforts to mobilize resources for scaling up nutrition in countries and kept Lead Group members informed of these developments through information notes and regular contact.
- The Secretariat provided, when requested, members of the Lead Group with messages that empower them to advocate for substantially increased financing that supports national plans for scaling up nutrition. The Secretariat developed and updated presentations on the costing exercise undertaken by SUN Countries with the support from external consultants and SUN Networks to estimate costs for implementing multi-sectoral strategies to scale up nutrition and to standardise the costing of national plans for scaling up nutrition [see Output 2.1]. A PowerPoint presentation on the actions that countries are taking, their costs, the financial shortfalls and means of accountability was shared (and subsequently updated) with Lead Group members in advance of their 3rd meeting.
- The Secretariat supported on-going work by the SUN Donor Network to establish a consistent method for tracking financial investments in nutritional outcomes. The Secretariat, with the European Commission and United Nations Standing Committee on Nutrition, co-hosted a Technical Meeting on Monitoring Nutrition Results on 4 March 2013. The outcome of this meeting formed the basis for further work taken forward by the SUN Donor Network during the year. The Secretariat engaged closely with this process for the tracking of spending is consistent with the process of costing national nutrition plans [see Output 2.1] in order to ensure transparency around needs and spending. The Secretariat hosted and facilitated a meeting of the Donor Working Group on Resource Tracking in Geneva on 6 February 2013. It participated in related meetings (i.e. the SUN Movement Senior Level Meeting in Brussels, 14 and 15 March 2013). The Secretariat updated Lead Group members on progress for tracking financial investments.
- The Secretariat supported the preparation of – with specific inputs on costing – the N4G meeting hosted by the Governments of the United Kingdom and Brazil and CIFF in June 2013. It

supported the (ongoing) development of an accountability framework for tracking commitments made during the N4G event.

Achievements against logframe indicators

- Lead Group members are better equipped to advocate for effective resource mobilization for addressing undernutrition: over the course of 2013 they ramped up their involvement in advocacy for increasing resources for nutrition with a special emphasis on under-funded countries.
- The Lead Group and the Movement have been very successful in contributing to the mobilisation of additional resources for nutrition. Through intense engagement in the Nutrition for Growth event in London in June 2013, over \$23bn was pledged for nutrition. This compares to estimates of overseas development aid for nutrition that stood at around \$250m in 2008 and \$420m in 2011. This increase represents a significant step towards the global figure estimated in the Lancet 2013 Maternal and Child Nutrition series of \$9.6bn per annum. The lack of capacity to measure the impact of such resource, however, remain of concern and the current funding, capacity and resources are insufficient to meet the need. The dynamics of a multi-stakeholder Movement were very much evident in the lead up to the Nutrition for Growth event, with the civil society network developing strong advocacy messages for members of the donor network- and national SUN movements contributing to a successful global outcome.
- At their 3rd meeting Lead Group members encouraged more effective use of existing investments so that they yield more widespread nutritional outcomes and increased alignment of investments around a common results framework.
- At their 4th meeting Lead Group members suggested that more could be done to encourage adequate investment in the implementation of comprehensive and fully-costed national nutrition plans, the better linkage of planned investments to expected results and the prioritization of effective responses to people's urgent nutritional needs. They proposed that SUN Countries be enabled to share their plans with potential investors to identify ways in which they could be reinforced in order to mobilise necessary funding from domestic and external sources. They requested the establishment of a standardised set of indicators based on common definitions of action, so as to enable countries within the Movement to assess expenditure against national plans and financial commitments, and to align their efforts in pursuit of national and global goals for improved nutrition. They encouraged the widespread dissemination of independently validated results to stimulate investments by national and international stakeholders, including national ministries of finance and providers of development assistance.
- Over the course of 2013 SUN Movement stakeholders were urged by Lead Group members to increase their investments in nutrition, and to work with countries to estimate the cost of implementing their national plans. In response to the Lead Group's call to increase investments in nutrition, 20 countries have received support in developing the costing of their national plans. The analysis of the costs of 20 SUN Country Plans is finalized, translated and made available (including on the website) [see Output 2.1].
- During the SUN Movement Senior Level Meeting in Brussels on 14 and 15 March 2013 the Donor Network committed to develop a methodology to improve the quality and availability of data on external development assistance aimed at addressing undernutrition. This commitment was based on the outcome of the 4 March 2013 meeting co-hosted by the Secretariat, EC and UNSCN. The expected results from this project include a common methodology to assess all nutrition-specific and nutrition-sensitive external development assistance from donors who report to the OECD-DAC for a baseline year (2010) and one additional year (2011), as well as feasible options to improve nutrition resource tracking over the long term.
- Stakeholders in the Movement made great strides towards increasing investments in nutrition during the N4G meeting in London. The N4G meeting brought together 19 global leaders from countries, including 19 from SUN Countries, donors, civil society, business and the UN where they committed to prevent at least 20 million children from being stunted and save at least 1.7 million lives by 2020 with an ambitious set of individual commitments for beating hunger and improving nutrition. Participants made new commitments of up to USD 4.15 billion for specific nutrition interventions and an estimated USD 19 billion for improved nutrition outcomes from

nutrition-sensitive investments between 2013 and 2020. At least 14 SUN Countries committed to increasing their spending on nutrition at the Nutrition for Growth event in June. As part of their commitments, the SUN Donor Network announced the establishment of a catalytic fund for nutrition. It is not clear – and there is no available system for tracking – whether additional resources from civil society organisations, business or the UN system have been committed.

- SUN Countries are starting to estimate their financial resource gaps with greater clarity. 20 SUN Countries have analyzed their costed plans and the majority of SUN Countries are discussing with investors how best to utilise finite resources [see Output 2.1]. The outline of an accountability framework for N4G was discussed during the SUN Movement Global Gathering in September 2013 and during associated high-level donor meetings. More detailed work on the finalisation of this framework, in line with existing SUN Movement frameworks, is continuing in 2014.
- The work on the development of a figure for the costing of preventing a child from stunting to help build the investment case and lead to an increase in resources committed to nutritional outcomes was completed for nutrition-specific cost per child (in the Lancet) and is in progress for nutrition-sensitive costs [see Output 2.2].

Difficulties encountered (if any) - Changes and prioritization in implementation

- At their 4th meeting in September 2013, The Lead Group members recommended that systems for resource tracking should be linked to results. They urged the importance of working towards a standardised set of indicators, on ways to track domestic and external financial commitments, and towards a common understanding of what investments are expected to achieve. They encouraged the continuation of work to maintain the confidence of investors in national nutrition plans by supporting strengthened monitoring systems, improved reporting and clearer communication of results. The SUN Movement Secretariat will explore the feasibility of serving as a repository of available data resources, enabling open access to improve mutual accountability. The Lead Group members tasked the Secretariat to contribute to a global, independent, authoritative report on malnutrition to maintain momentum and strengthen accountability, and to seek ways to encourage convergence with new and emerging initiatives on nutrition.
- Developing a methodology for estimating the cost of nutrition-sensitive approaches – a key task of the Lead Group – has proved decidedly more complicated, though efforts are underway with SUN Donor and UN System Networks. The establishment of a consistent method for tracking financial investments in nutritional outcomes was supposed to be delivered by September 2013. Due to the complexity of the exercise and the different actors involved (beyond the Movement as well), the Secretariat is supporting the ongoing work by the SUN Donor Network to develop methodologies for tracking finances for nutrition. The SUN Senior Officials meeting planned for December 2013 has, among its objectives, progress towards the finalisation of an approach to financial tracking for reporting in 2014.
- The Secretariat will explore the feasibility (and the role of the Secretariat) of creating a facility for reinforced country costed plans to go through investor review in order to have higher likelihood of donors' support. The SUN Donor Network workshop planned to take place in December 2013 will be a moment for brainstorming.
- In 2014, the Secretariat will need to initiate a consultation process with countries to agree upon a method to define and track nutrition investments. Further alignment with the categorization that has been agreed through the donor network will be required to ensure compatibility and comparability at country level.
- Progress towards effective resource mobilization for addressing under-nutrition will lead to results if all efforts from SUN Movement, Global Nutrition Report and Networked Information System for Nutrition are well articulated.

Output 1.3: Provide assistance to Lead Group members to oversee the accountability of the overall SUN Movement

Details of activities

- The Secretariat recruited an external consultancy company (MDF Training & Consultancy) for the development and establishment of an M&E Framework facilitating the appreciation of progress and effectiveness of the SUN Movement over the next three years (2013-2015). With technical support from the consultancy company, the Secretariat supported and facilitated the development of the SUN Movement's M&E Framework through a process that included extensive consultation with SUN Networks and SUN Countries. The Secretariat constituted a Reference Group, consisting of representatives of all Networks and the Lead Group to support this work. A two-day design workshop with representatives from SUN Networks was held in Geneva on 7 and 8 March 2013 with the objective of advancing on a shared M&E Framework for the Movement.
- With technical support from the MDF consultancy, the Secretariat took stock retrospectively of the context for nutrition, in early-2010 before the emergence of the SUN Movement.
- With the technical support from the MDF consultancy, the Secretariat established the baseline situation for the Movement at September 2012 to determine the point of comparison for future monitoring and evaluation, including the independent evaluation of the SUN Movement (including Networks, Lead Group, etc.) and the Secretariat foreseen in 2015.
- The Secretariat prepared reports to the Lead Group on the status of the Movement, summarizing the key elements of progress, challenges and evolution. For the 3rd meeting of the Lead Group the Secretariat prepared an interim report; for their 4th meeting the Lead Group prepared a synopsis and overview of the 2013 State of the SUN Movement Progress Report. The Secretariat developed the 2013 Draft State of the SUN Movement Progress Report and its synopsis and overview using, for the first time, the agreed M&E Framework to track progress within SUN Countries and Networks. The Lead Group uses these reports for assessing the status and challenges of the Movement and shares the strategic stewardship the Lead Group is asked to provide.
- The Secretariat launched the discussion on the evolution of the Movement at the SUN Movement Global Gathering (September 2013). All stakeholders from the Movement (including members of the Lead Group, SUN Countries and SUN Networks) were asked to discuss the way forward for the Movement.

Achievements against logframe indicators

- The Movement works on the principle of mutual accountability. It is a voluntary space whereby members, who have agreed to abide by the Principles of Engagement, come together to align behind government plans to scale up nutrition. Its members are accountable to their own internal arrangements and each other. The Lead Group has the overall responsibility for accountability within the Movement. It does not have direct management responsibility over the entities within the Movement- so cannot enforce its recommendations. The Lead Group met twice in 2013, and in April approved the M&E framework- the principal tool for encouraging accountability within the Movement. The M&E Framework is the basis for the Annual Report- agreed by the Lead Group in September 2013. To have an M&E Framework agreed by all SUN Countries, members of the networks and the SUN Lead Group is a considerable achievement.
- To avoid the potential for duplication, the Movement is using one integrated M&E Framework to measure changes in the ways multiple-stakeholders are working to achieve the Movement's four strategic objectives. This acts as an accountability framework for the SUN Movement.
- The M&E Framework was developed by the Secretariat with input from government focal points and the Movement's networks. The Secretariat uses the M&E Framework to develop the annual State of the SUN Movement Progress Report. This enables the Leads Group to assess progress, and promotes mutual accountability throughout the Movement. It is publically available, is a key

product of the Secretariat, and should be read in conjunction with the implementation report of the Secretariat.

- The M&E Framework enables the Movement's stakeholders to appreciate the transformations that are underway as SUN Countries and the Movement's stakeholders scale up nutrition. It enables the Lead Group to track progress. As continuously emphasized, whilst *'it is too early to attribute changes in nutrition indicators, it is possible to appreciate the transformations that are happening in SUN Countries as they seek to shape an environment to enable scale up of effective actions'* (para VII, p4, 2013 Draft State of the SUN Movement Progress Report ⁸).
- The SUN Movement M&E Framework was approved by the Lead Group (10 August 2013), uploaded on the website and translated in Spanish and French. The Spanish and French versions are being proofread before being uploaded as well.
- The SUN Movement Baseline Report (September 2012) was developed. It was uploaded on the website in September 2013. It was translated in French and Spanish and the French and Spanish versions are being proofread before being uploaded as well.
- The SUN Stock-taking Report (prior to September 2012) was developed. It is being finalized before being disseminated (uploaded on the website).
- A SUN M&E Toolkit, which supports the operationalization of the M&E Framework by outlining the process for the collection of data, was developed (July 2013). This document will be disseminated as part of the 2014 SUN M&E process which is currently being planned.
- Lead Group members at their 4th meeting in September 2013 indicated that to ensure that momentum does not stall, the impact of the Movement will need to be evaluated in time for decisions on its future to be made. Lead Group members proposed that during 2014 there be a review of the way in which the Movement functions within countries, regionally and globally, and some offered to contribute directly to this process. The further evolution of the Movement may well be influenced by the extent to which nutrition features in the agenda for sustainable development to be agreed by governments in 2015.
- The Secretariat gathered ideas on the evolution of the Movement shared by Movement stakeholders attending the SUN Global Gathering in New York (September 2013). These focused on, in the short term, how SUN Countries can strengthen the capacities they need to be better able to scale up nutrition. In the longer term exchanges focused on how to ensure that the SUN Movement evolves over the coming five to ten years in ways that encourage greater improvements in people's nutrition.

Difficulties encountered (if any) - Changes and prioritization in implementation

- The M&E Framework for monitoring progress and evaluating impact has come into use during 2013. The document was presented to the Lead Group on schedule in April 2013. During the development of the document it became clear that a traditional logframe approach was not appropriate for the purpose of monitoring change in a "movement" such as the SUN Movement. The logframe approach presupposes that those responsible for activities outlined in the logframe have a direct influence on the behaviour of the stakeholders involved (through a legal or financial relationship for instance). This is not the case in the SUN Movement, where the achievement of the Movement's goals is dependent on the adoption of consistent and convergent behaviours as follows: (a) commitments made by persons with power, (b) actions that follow up on these commitments by a variety of organizations, (c) alignment of these actions around agreed results; (d) effective implementation of the actions by organizations working in synergy. It is difficult to capture efforts to influence a political decision in a logframe as the latter assumes a direct causal relationship between an activity (input) and a result (output or outcome). The role of the Secretariat is to catalyze and facilitate actions by others through seeking to influence what they do and the context within which they work. The Secretariat is not directly responsible for the progress being made by SUN Countries to reduce malnutrition rates, nor the work of the networks to support their efforts. The Secretariat neither manages the Movement's

⁸ See Progress Report "State of the SUN Movement (September 2013)". Draft available at http://scalingupnutrition.org/wp-content/uploads/2013/09/SUN_Progress_Report_2013_ENGLISH1.pdf

stakeholders, nor does it control their actions. Furthermore, despite the secretariat's encouragement, there is not a common logframe for use by the secretariat and donors. There are several different versions, and some donors update their logframes on an annual basis. This makes comparison between the years difficult, and the process of filling out the different logframes is lengthy. Through the process of consultation with networks and countries, the M&E Framework for the Movement adopts an "outcome mapping" approach. This methodology recognises that people and organisations drive change. It incorporates the perspectives of all actors and fosters mutual accountability of all stakeholders.

- Over the next 12 months, the Secretariat will roll out the M&E Framework to SUN Countries as the method of tracking progress against the four SUN process indicators [see Output 2.2]. The Secretariat will consider which kind of external (if any) support is needed to develop an implementation plan for the SUN M&E Framework so that a systematic collection of information on the behaviours of the stakeholders takes place in 2014. This plan will need to feed into the broader issue of M&E for the Movement. The Secretariat undertakes in-house the Secretariat's outputs monitoring (part of the M&E Framework) as the primary means through which the Secretariat can demonstrate the extent to which it lives up to its mandate and contractual commitments.
- The logframe indicated "end of the first semester 2013" as the deadline for establishing implementation arrangements for the evaluation of the Movement. In 2013 there is a growing consensus on the need to review the evolution of the Movement and to look at its future after 2015. This process culminated at the SUN Movement Global Gathering when all stakeholders across the Movement were asked to discuss the way forward of the Movement. Based on the direction received at the Global Gathering, the Secretariat will prepare Terms of Reference for a review and evaluation of the Movement (including the Secretariat), which will be developed and finalized with all constituencies of the Movement.
- The mid-term evaluation of the Secretariat will form part of the wider comprehensive evaluation of the Movement. It is not possible to separate the activities of the Secretariat from the wider functioning of the Movement. The work being undertaken by the M&E team will provide evidence of the effectiveness in the way the Secretariat is working to support others to scale up nutrition. The Lead Group will meet in February 2014 to decide the timeframe for the evaluation. It is anticipated that the independent evaluation will be completed by the end of 2014.
- There will always be a need for more accountability: within SUN Countries, networks and their member organizations and entities that support them. Embedding nutrition within member states processes such as those initiated by the Committee on World Food Security, World Health Assembly or ECOSOC may increase accountability of governments to their citizens. The independent evaluation will examine areas where accountability can be improved.

<p>Output 1.4: Enable Lead Group members to undertake effective High Level Advocacy</p>
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Details of activities

- The Secretariat organized an informal meeting of the Lead Group (10 May 2013) to encourage Lead Group members to undertake high-level advocacy at a series of global nutrition events taking place during the second half of 2013.
- The Secretariat prepared key advocacy messages for Lead Group members for these high-level events that were tailored to the specific context and audience.
- In preparing the interim State of the SUN Movement report (October 2012 – March 2013), the Secretariat requested Lead Group members to provide an update on the work they were undertaking in advocating SUN in their individual and collective spheres of influence.
- The Lead Group is provided with key messages for specific global 'moments'. Short briefing materials are being developed by the Secretariat and made available through the SUN website.

Achievements against logframe indicators

- At the Lead Group informal meeting on May 10, 2013, Lead Group members and their representatives agreed to work together: 1) To stimulate high-level participation in the events; 2) To ensure a strong focus in the meetings on ensuring that commitments lead to results; 3) To encourage a focus on strong systems for monitoring and mutual accountability among stakeholders; 4) To enhance linkages between national and global actions (and actors); 4) To ensure that high-level meetings are a galvanizing influence within national efforts; 5) To encourage inclusivity within the high-level events.
- At the May 2013 meeting Lead Group members focused on ways in which the Lead Group can increase the momentum of the Movement through intense and targeted advocacy in relation to high-level nutrition events including: “International Conference against Child under-nutrition: Saving Lives and Building Nutrition Resilience: which approaches, what financing?” organized by UNICEF and the Government of France in Paris on 14 and 15 May 2013; the high-level N4G event in London on 8 June 2013 hosted by the UK as Chair of the G8, with CIFF and the Government of Brazil; and “Sustaining Political Commitments to Scaling Up Nutrition” on 10 June 2013 in Washington, DC, hosted by Concern Worldwide and Bread for the World. During the course of 2013 Lead Group members were provided by the Secretariat with key messages for major events including the 2013 World Economic Forum in Davos (24 January 2013), the N4G event (June 2013), the International Congress of Nutrition, Granada (September 2013) and the SUN Movement Global Gathering (September 2013). In addition, Lead Group members attended regional and country-level meetings to advocate for nutrition, released numerous press releases and some were regular bloggers and tweeters. All explicitly referred to the empowerment of women as key to improving nutrition; women’s role as primary producers, purchasers and providers of food; and the importance of a woman’s right to breastfeed her child. A press release (8 June: Massive New Commitment to Improve World Nutrition) issued via the Secretariat included specific mention of women’s priority nutrition requirements.
- Evidence from the minutes of the global meetings and google alerts shows that 24 out of 27 Lead Group members were actively involved in nutrition advocacy during 2013 – either through attendance at high level global nutrition meetings, or through alluding to the importance of nutrition in their speeches, press releases and via social media. A document was prepared and shared with all Lead Group members at their 3rd meeting gathering major contributions from 9 SUN Lead Group members to advocate the SUN Movement.
- A compendium of media engagement (interviews, blogs, articles, etc.) by Lead Group members highlighting the importance of nutrition and the SUN Movement around the period of the N4G meeting was prepared. It details 6 opinion pieces and 10 news articles either by or quoting Lead Group members.
- Lead Group members, through their various channels, have maintained nutrition on the political agenda. Nutrition is being considered in member’s states forums such as the Committee on World Food Security (CFS) and the World Health Assembly (WHA). Embedding nutrition into these settings would increase accountability.
- Political commitment for scaling up nutrition has increased throughout 2013. The number of countries participating in the SUN Movement grew from 32 at the end of 2012 to 41 at the end of September 2013. Substantial increases in financial commitments have been pledged, while a greater number of high-income countries, including Brazil, businesses, civil society organisations and donors are actively supporting countries in their efforts to scale up nutrition.⁹
- A common narrative around nutrition is well established. The investment case is indisputable. An increasing number of national and global leaders (Graca Machel, President Banda of Malawi, UK Prime Minister Cameron) are putting their weight behind scaling up nutrition. Currently, high level advocacy for nutrition is growing.

⁹ The M&E Framework of the SUN Movement will report on progress in 2014

Difficulties encountered (if any) - Changes and prioritization in implementation

- The first version of the Movement's log-frame included the identification of 10 nutrition champions throughout the Movement in 2013. The revised log-frame (included in the M&E Framework of the SUN Movement and endorsed by the Lead Group in April 2013 and submitted to Secretariat's donors in the Inception Report – July 2013) does not include this specific output. At both their May and September 2013 meetings, members of the Lead Group expressed their commitment to act as 'champions' and to become more involved with advocacy for scaling up nutrition. Lead Group members act as high level champions for the Movement. In addition, the Secretariat linked up with the Transform Nutrition consortium to recognize national and sub-national champions. Three of these (two of whom were SUN government Focal Points) were recognized for their efforts at the SUN Global Gathering in September 2013. SUN champions are empowering other through their inspirational leadership. Those nominated as SUN champions are generally linked to multi-stakeholder platforms for nutrition in countries and as such are part of the global SUN Movement. The SUN Movement Secretariat is not equipped to monitor all activities and achievements of the SUN champions but their main achievements are referenced on the SUN website.
- The SUN Movement has inspired a new framework for advocacy which involves actors from across sectors and challenges decision-makers, influencers and practitioners to work together towards a common goal of improving nutrition. As the Movement evolves and advances and increased political commitment is secured, the challenge of articulating how to turn this commitment into progress at the household and community levels takes on greater urgency. This new type of approach requires everyone to be an advocate and the Lead Group is best placed to encourage the diverse backgrounds from which they emanate to play their part in ensuring the momentum is sustained and results are delivered. To support this, the Secretariat will work more closely with the offices of the 27 Lead Group members to better understand their collective and individual opportunities to raise awareness and influence key discussions around nutrition.
- The Secretariat will continue to brief Lead Group members in preparation for high-level advocacy opportunities in select policy arenas that will be identified.
- The Secretariat will continue preparing key advocacy messages for Lead Group members upon request.

Output 1.5: Foster greater understanding of the SUN Movement and its progress
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Details of activities

- The Secretariat, with technical support from a communication company (GMMB), ensured the development, update and maintenance of the scalingupnutrition.org website.
- The Secretariat recruited a consultancy company (Euroscript) for the translation of the website.
- The Secretariat produced monthly newsletters to ensure that SUN Movement supporters, who have signed up to receive an update sent by e-mail every month, are informed of the latest developments across the movement and kept abreast of upcoming opportunities and cutting-edge research and evidence.
- The Secretariat gathered relevant pieces of information and news through constant relations with SUN Government Focal Points who regularly update the Secretariat on in-country progress and possible challenges. SUN Networks are as well a key provider of information relevant to the activities of the SUN Movement.
- The Secretariat led the drafting and coordinated the translation and printing of the 2013 State of the SUN Movement Progress Report, which was presented as a draft to the SUN Movement Global Gathering in September 2013. Participants at the SUN Movement Global Gathering were invited to share comments and provide inputs towards a final draft of the 2013 Progress Report on the State of the Movement.
- The Secretariat led the drafting of the Summary Report of the SUN Movement Global Gathering with key conclusions and recommendations. The Summary Report was translated in French,

Spanish, Arabic and Russian and uploaded on the website¹⁰. It is also being translated in Portuguese.

Achievements against logframe indicators

- The first draft of the SUN Movement positioning piece (tag-line, 'elevator pitch') was completed.
- A SUN identity survey incorporating the positioning language (developed by GMMB) was completed by 71 participants at the SUN Movement Global Gathering in September 2013.
- Analysis of the identity survey results was completed. The survey has shed light on some very helpful insights regarding country-led efforts to communicate about and advocate nutrition including: key audiences, most challenging aspects of the Movement to communicate, the types of tools and materials required and the type of language that is most helpful. These results will allow the Secretariat to prioritize efforts to support advocacy and communications over the next 12 months.
- The new website has been expanded and enriched to include the widest range of information on all SUN Movement stakeholders and countries and re-launched on 18 February 2013. It is translated into French and Spanish (May 2013). Ad-hoc communication materials are translated in Portuguese, Arabic and Russian.
- All 41 countries have their own sections on the website; daily updates posted on developments across the Movement and a monthly newsletter are circulated to over 1,000 supporters of the Movement.
- The site has experienced a steady increase in visitors since the expansion and re-launch of the site. During the two month period of 1 August – 30 September 2013, the total number of visits to the SUN Movement website totalled 12,617 – an approximate 29% increase from the two-month period just after the re-launch of the site (1 March – 30 April 2013). Unique visits (which excludes multiple visits by the same users) also increased by 38% – 9,795 between 1 August – 30 September 2013 as compared to 7,050 unique visits between 1 March – 30 April 2013. The number of recipients of the monthly newsletter also increased steadily, from 832 in March 2013 to 1,100 in September 2013 (a 32% increase over a six-month period).
- A SUN Movement briefing note ('SUN by the Numbers'), PowerPoint slide deck and brochure were created, which are continuously updated and available on the SUN website.
- The first briefing of the series, 'An Introduction to the SUN Movement', was drafted and formatted and is ready for review by the Secretariat. Further briefings that explain the work of the SUN Networks (Business, Donors, Civil Society and UN) will be drafted in coming weeks along with thematic briefings that respond to the areas that countries have expressed the most interest in discussing, including nutrition-sensitive approaches to development, women's empowerment, the importance of water and sanitation to improved nutrition and infant and young child feeding.
- The 'SUN Movement Community Links' page has been created as an information exchange facility to enable supporters to share news, tools and materials from their countries, networks and organizations by uploading links to third-party websites directly to the SUN website (moderated by the Secretariat). It is envisioned that this new addition to the SUN Movement website will help supporters to find information that supports their efforts to scale up nutrition.
- A draft version of the State of the SUN Movement Progress Report for 2013 was presented at the SUN Movement Global Gathering [see Output 2.1].¹¹ The report was translated in French and Spanish. It was printed and made available in hard copies to all participants to the SUN Movement Global Gathering.
- The Secretariat asked participants at the Global Gathering to complete a short survey to evaluate the Global Gathering. Around half of all participants completed it. Over 90% of these

¹⁰ Summary Report of the SUN Movement Global Gathering is available at <http://scalingupnutrition.org/wp-content/uploads/2013/10/131024-SUN-GG-Summary-Report-FINAL.pdf>

¹¹ See Progress Report "State of the SUN Movement (September 2013)". Draft available at http://scalingupnutrition.org/wp-content/uploads/2013/09/SUN_Progress_Report_2013_ENGLISH1.pdf

respondents reported that their objectives in coming to the meeting were met. There was a strong call for longer and more group discussions on thematic issues. Respondents mostly gave positive ratings to country-led, network-led and plenary sessions. Comments on logistics were generally good though there was disappointment with some aspects including the simultaneous interpretation services.

Difficulties encountered (if any) - Changes and prioritization in implementation

- The Secretariat is working to foster greater understanding of the SUN Movement and its progress. Since its inception, it is doing so by fostering collaboration among the several actors in the Movement and working to encourage these actors to share their own stories, experiences and learning. The website, which was operational for the first time in September 2011, updated in September 2012 and expanded in February 2013, provides a platform for all stakeholders to access in-depth information for all SUN Countries, SUN Networks and the Lead Group. The recent addition of the 'Community Links' facility is the first step towards creating a genuinely interactive website where users are empowered to share and learn.
- As the Movement continues to expand and evolve, it will be challenging to maintain a dynamic and accurate website (which today contains over 3,000 pages and is growing exponentially) with the current approach (i.e. all content gathered, edited and uploaded only by the Secretariat and the communication company contracted to manage the website). In order to foster the inclusive and participatory ethos of the SUN Movement, the Secretariat may need to consider more innovative ways to encourage others – particularly the Networks at country level – to take more control of their respective areas of the website (the budget for website services has been increased accordingly during the update in July 2013).
- Translation of the site is a continuous task. As the Movement continues to grow, translation requirements are likely to increase in both volume and number of languages (the budget for translations has been increased accordingly during the update in July 2013). The Secretariat will translate an increased number of relevant documents in Portuguese, Arabic and Russian to ensure full engagement in the activities of the Movement by all stakeholders and partners. The Secretariat has opted to manually translate the site rather than use a translation software system. While this approach helps to ensure greater accuracy and quality of the translations, it is incredibly time consuming, complex and costing – resulting in a noticeable time lag between the uploading of new content in English and the uploading of corresponding French and Spanish translations and, on an ad-hoc basis, Russian, Portuguese and Arabic translations. The Secretariat may need to consider innovative ways to streamline the translation process for the SUN website.
- The analysis of the identity survey highlighted the need for more clearly written and short briefings about aspects of the SUN Movement and how it works, as well as approaches more generally in nutrition (such as nutrition-sensitive approaches). In addition, it indicated the kind of language that participants in the Movement would like to use. A range of briefing materials are now urgently required.
- Based on the response to the 'Community Links' facility on the SUN Movement website, the Secretariat plans to pilot a 'Community Voices' facility that will allow users to write their own blogs and upload them onto the SUN Movement website (moderated by the Secretariat).
- The Secretariat will update the 2013 Draft State of the SUN Movement Progress Report on the basis of the outcomes of the discussions at the Global Gathering. The deadline for submission of written comments is the end of October 2013. The Secretariat will work to finalise the report by the end of the year. The final version of the 2013 State of the SUN Movement Progress Report will be translated in French, Spanish, Russian, Portuguese and Arabic and will be made available (together with the Compendium of Country Fiches) on the website at the beginning of 2014 [see Output 2.1].

Result Area 2: Each SUN Country is better able to bring together national stakeholders for implementation of effective actions to Scale Up Nutrition, to learn how best to do this from experiences of other SUN Countries and to access aligned external support for realising its objectives.

Strengthening national capacities for scaling up nutrition is a continuous effort in which different stakeholders need to intervene in a coordinated manner. The SUN Movement provides a space for multi-stakeholder collaboration and encourages member countries to advance in the implementation of processes that contribute to creating an enabling environment for scaling up nutrition. These relate to enhanced engagement of and coordination between different sectors and actors in the development, implementation, monitoring and evaluation of commonly agreed nutrition policies and plans, under government leadership.

Progress is uneven, as it depends on each country's context and stage of preparedness to scale up nutrition, which is related to the existence of national capacity, high-level political will, and functional frameworks and systems. They used to be sequential, as, in general terms, achieving results in developing common results frameworks and M&E systems and in tracking financial support for nutrition is only possible if mechanisms that allow for effective multi-stakeholder coordination are in place and coherent policy frameworks for nutrition exist. Countries that join the SUN Movement may need some time to take stock of their own assets and needs and to set up structures and frameworks that may allow them to scale up nutrition in a sustained and inclusive manner.

Most SUN countries have multi-stakeholder platforms at the national level. 19 of them lie under the office of the Prime Minister, the President, the Vice-President or the First Lady; 12 focal points were situated within government bodies with executive power, 6 are independent but do have a multi-sector mandate or function; 4 are planned to be established. 6 Multi-Stakeholder Platforms have engaged parliamentarians in their country activities (Zambia, Tanzania, Niger, Madagascar, Guatemala and Ghana); NGOs/CSOs are currently in platforms in 12 countries and some of the CSOs at national level are in contact with the global Network; 5 countries announced that they are working with the academic sector (Kenya, Malawi, Niger, Uganda, El Salvador). Very few countries are involving the private sector in their Multi-Stakeholder Platforms. One of the issues faced by many Multi-Stakeholder Platforms is that of how to handle conflicts of interest.

All activities undertaken by the Secretariat in support to SUN Countries serve to track country progress, assess the stage of preparedness of countries to scale up nutrition and better understand national needs and challenges. SUN Countries are at different stages of ensuring that their common results frameworks enable the organisation, implementation and evaluation of impact.¹² In order to advance through the different stages, SUN Government Focal Points are requesting support to strengthen capacity in six areas: roll out of implementation plans from national level to district and community levels; advocacy and communications to sustain high-level engagement; costing of national nutrition plans and the identification of funding shortfalls; tracking of domestic and external funding; nutrition-sensitive multi-sectoral approaches; and demonstrating results through inter-sectoral monitoring and evaluation frameworks. These were also the areas which informed the discussions at the SUN Movement Global Gathering (September 2013). The Secretariat is in the process of facilitating alignment of external global expertise with national request for support. That will include a tracking system to measure effectiveness of technical assistance.

The Secretariat has enabled the creation of an informed dialogue among countries where they can discuss their own priorities for the production of country plans and share their experience. All countries in the SUN Movement have confirmed they envision to scale up implementation with coordination across sectors. Most countries are now familiar with the concept and principles of alignment around a common results framework. Many countries report challenges in engaging sectors beyond health and with some stakeholder groups. The Secretariat is working on the analysis of country needs and demands for support, understanding how suppliers can respond to these needs, and exploring options for learning and developing national capacities for scaling up nutrition. In the upcoming 12 months it

¹² More details on SUN Country progress are available in the draft Progress Report "State of the SUN Movement (September 2013)" and its compendium. Draft available at http://scalingupnutrition.org/wp-content/uploads/2013/09/SUN_Progress_Report_2013_ENGLISH1.pdf

will do so through the on-going work to develop a system to enhance the Movement's capacity to support the delivery of results. Over the course of 2013 the Secretariat also focused on supporting the costing of national nutritional plans and assisting with the process of identifying gaps in the financing available for implementation. This stream of work is being advanced as a collaboration between SUN Countries, SUN Networks and the Secretariat and will continue in 2014.

In 2014, governments of countries in the SUN Movement are focusing on the need to strengthen in-country capacities to scale-up nutrition. Multi-stakeholder platforms for nutrition in SUN Countries have requested support for this. The Secretariat is facilitating the process by ensuring that provision of external support is made available as speedily as possible to countries through members of the SUN Networks or other specialist consortia. Members of the SUN Movement have a responsibility to ensure that their support is aligned to the priorities identified in national nutrition plans and common results frameworks. SUN Countries have prioritised a number of areas of support. These have been brought together in four broad areas or 'communities of practice':

- **Advocacy & Communication:** Assuring high level political involvement, development and quality assurance of A&C strategy/peer review, promotion of behaviour change;
- **Monitoring & Evaluation:** Development and implementation of multi-sectoral M&E systems;
- **Planning, costing, tracking and mobilizing resources:** Analyzing the unit costs of national nutrition plans, including specific nutrition interventions and nutrition sensitive approaches and funding gaps analysis; tracking external and domestic funding; mobilizing domestic and external financial resources.
- **Functional/managerial capacity development:** Building functional capacity in-country to manage and coordinate. This includes abilities to engage different stakeholders in multi-sectoral platforms (private sector, academia in particular) and ensuring leadership development; successfully rolling out to districts and communities by implementing multi-sectoral plans and actions at decentralized levels; mainstreaming nutrition into each sector and integrating planning (nutrition sensitive approach). National training institutions may be involved in establishing sustainable systems of support.

The SUN Movement Secretariat is seeking (in 2014) to match the defined needs of countries in the SUN Movement with additional resources leveraged through the SUN Networks and external sources. This mechanism to build the capacity to deliver in countries, which acts only where in-country or existing sources of support are absent or inaccessible, should be strengthened. It will help also in making the support provided by the four SUN Networks (donor, civil society, UN and business) more coherent. The on-going Learning Route pilot project is responding very well to the expectations of the SUN focal points in terms of sharing and learning between countries [see Output 2.1].

Output 2.1.: Support SUN Countries to ensure they have timely access to the technical expertise they need

Details of activities

Teleconferences and meetings

- The Secretariat organized teleconferences with SUN Government Focal Points (grouped per geographic areas or language: Francophone/Anglophone/Hispanophone/Asian countries). These teleconferences, which are chaired by the SUN Movement Coordinator, have been taking place every six weeks until June 2013. Since then, and based on a request made by a number of SUN Government Focal Points, the teleconferences have been held every two months.
- During country calls, SUN Government Focal Points are asked to inform the Secretariat and other participating countries on progresses, achievements, news, challenges, difficulties, concerns and needs related to national efforts for scaling up nutrition. The Secretariat also use the calls to discuss with countries on specific nutrition issues, brief participants on global and regional events, as well as inform them on the conclusions of conference calls with SUN Network Facilitators and Lead Group meetings.
- The Secretariat and SUN Country teams have agreed to start incorporating in the country calls spaces to conduct in-depth discussions on specific thematic priorities such as: 1) costing and implementation of country plans for improved nutrition; 2) development or strengthening of M&E systems; 3) articulation of needs and alignment of in-country support as a first line of response; 4) rolling out scaling up nutrition to communities; 5) setting up and/or reinforcement of multi-stakeholder platforms for scaling up nutrition; and others. These in-depth discussions will be included in the calls starting from November 2013.
- The Secretariat led the organization of the SUN Movement Global Gathering, which took place on 23 and 24 September 2013 in New York on the occasion of the General Assembly of the United Nations. SUN Government Focal Points and team members, representatives from SUN civil society, private sector, donor and UN networks and Lead Group members gathered to share experiences with each other and explore opportunities for collaboration. The logistical and administrative arrangements for the Global Gathering were managed by the SUN Movement Secretariat; the Secretariat also ensured that its costs were fully covered.

Learning

- Over the period June - August 2013 the Secretariat was more systematic on stock-tacking and mapping of knowledge gaps, learning interests, and best available practices within SUN Countries that could serve for a learning exchange between different SUN Countries. Part of this information has been used to design the SUN Movement Global Gathering in New York in ways that could enhance learning and sharing among participants by different countries and stakeholder groups. Specifically an attempt was made to showcase experiences in areas for which the demand for good available practice by other countries was highest. Similarly, an effort was made to ensure global networks and their experiences would fit within the highest-ranked needs of the country delegations.
- The Secretariat recruited an individual external consultant to help undertake a mapping exercise of the knowledge gaps and learning interests that can serve for a learning exchange between different SUN Countries. A multi-lingual survey was designed and Focal Points were invited to participate by involving other members of their national multi-stakeholder platforms as needed. More than 60 people responded to the survey, representing altogether 28 countries participating in the SUN Movement. In 23 cases submission came directly from the national focal point. All regions responded (4 countries from Latin America, 5 from Asia and 19 from Africa). Good available practices were sought with the same survey. Focus was on experiences that work in the practice of SUN Countries, their multistakeholder platforms and their government focal points. Results were insightful: 23 countries indicated they have at least one practice that is worth-sharing as it worked in their own context; 52 good available practices were shared altogether by 28 countries. In a number of cases countries offered additional materials/documents to support their own practices, including names of resource people that

can be activated in case a learning exercise moves forward.

- Finally throughout the stock-taking exercise SUN Government Focal Points have emphasized that, where possible, they would like to learn of experiences from other SUN Countries. This means identifying routes through which SUN Countries can offer expertise to each other and learn from experiences across the Movement, while ensuring access to responsive technical assistance that will help apply the learning through the SUN Movement networks, or through specially created task teams and regional resource hubs.

Costing

- In 2013 the Secretariat facilitated the analysis of national plans with support from external consultants (MQSUN - a consortium of eight non-state organisations leading the field of nutrition) to estimate the overall costs of implementing concerted efforts for improved nutrition using the following broad categories of cost: 1) nutrition-specific actions; 2) nutrition-sensitive approaches and 3) governance or management of nutrition efforts. Between August and December 2013, the Secretariat and UNICEF ESARO worked with three global economist experts to understand the practical challenges in costing and tracking investments for nutrition. A review of existing and potential public finance management systems was also undertaken to provide countries with an overview. This categorization is close to the methodology applied by donors to define nutrition-specific and nutrition-sensitive and joint efforts are now underway to support countries to track domestic and international investments in a coordinated manner.
- The Secretariat is now facilitating links with MQSUN to provide technical assistance to countries that are in the process of developing their national costed plans. This includes helping countries to set feasible targets based on their current and projected capacity in terms of human resources, infrastructure and recurrent costs for supply and utilities.
- The Secretariat is also facilitating links with MQSUN to provide technical assistance to countries that are struggling with formulating local budgets to implement their national costed plans and/or are looking at ways to track domestic and external resources to identify and address gaps.
- The Secretariat provided a standardized definition of Specific Nutrition Actions, Nutrition Sensitive Approaches and Nutrition Governance to inform the analysis of the costed plans and facilitate the discussion among partners in the SUN Movement.
- The Secretariat supported the communication and preparation for participating countries in international events with a particular focus on the costs of implementing concerted efforts for improved nutrition. In particular the Secretariat supported SUN Countries to prepare their nutrition commitments in the N4G in London (June 2013).

Conflict of Interest

- During the last quarter of 2012 the Secretariat started to work on a process for all within the Movement to be better able to address any possible conflicts of interest that may arise as different entities seek to work together under the leadership of national governments. It supported the development of an independent consultation process on Conflict of Interest in the SUN Movement.

Achievements against logframe indicators

Teleconferences and meetings

- Participation of countries in the teleconferences has increased in number, diversity and quality. On the one hand 13 countries have joined the Movement in the last year, and on the other hand more persons per country (from different State and non-State institutions) are contributing to the calls, which indicates a greater involvement of different types of stakeholders in national SUN processes.
- Six series of teleconferences with SUN Government Focal Points and members of national multi-stakeholder platforms of up to 41 countries took place and minutes and summary notes and tables of progress were produced and translated, and served to update country information on

the website. Key outcomes of these calls were shared with SUN Networks.

- Requests for support made by country teams through SUN Country teleconference calls and sessions at the SUN Global Gathering are sometimes still broad and require greater specification. A series of bilateral calls are being held between the Secretariat with specific countries to further understand and articulate their needs. These calls are also able to identify countries that are already well advanced and could provide country-to-country support. The minutes of these calls are shared with the networks regularly (every 2 months within the Networks calls or directly and gradually with MQSUN on costing).
- Major issues discussed during the calls include: mutual accountability, conflict of interest, validation of plans and data, alignment of external support to national priorities, M&E framework, financial tracking, resources mobilisation, nutrition sensitive approaches, advocacy and Communication, setting up multi-stakeholder platforms, rolling out at decentralised level.
- 127 participants from 41 SUN Countries, including almost all Government Focal Points were present at the occasion of and contributed to the SUN Global Gathering in New York (September 2013). SUN Networks participants were involved in the meeting as well. In total, about 250 participants from governments, civil society groups, donor agencies, business enterprises, the United Nations and the scientific community were in attendance. The gathering was an interactive workshop that took place over two half-days and was split between meetings in plenary sessions and parallel breakout sessions focusing on specific challenges identified beforehand by the country participants¹³.
- SUN Countries led breakout sessions at the Global Gathering with the aim of sharing their learning, challenges and needs in relation to six themes that were identified by countries as critical for progress. These were:
 - Scaling up nutrition - roll-out with communities: negotiating and agreeing Common Results Frameworks at national and sub-national levels.
 - Costing of national nutrition plans: reinforcing the quality of plans for enhancing nutrition within different sectors through developing, costing and budgeting these plans.
 - Nutrition-sensitive development: implementing the priority areas of Common Results Frameworks and national plans, to ensure that results are achieved.
 - Tracking of domestic and external funding: ensuring that resources are used efficiently and effectively, and linking investments made to results achieved at various levels.
 - Monitoring progress and demonstrating results: contributing to global nutrition information systems with data that are credible and recognized as valid by international authorities.
 - Advocacy for high-level attention to nutrition: galvanizing leaders across all sectors to act for nutrition.

These country-led sessions demonstrated that SUN Countries are leading the Movement. Countries shared lessons of success and explained ways they are tackling and overcoming obstacles. This led to frank discussions amongst participants as to the way lessons and experiences shared can inform future collective efforts of the Movement. Participants spelt out their visions for the future of the Movement and identified ways in which they can be better supported through the work of international advocates and supporters. The governments of SUN Countries highlighted the urgency of strengthening their capacity to deliver and scale up actions that will lead to improvements in nutrition.

SUN Networks also led thematic sessions at the Global Gathering in response to areas of need identified by SUN Countries [see Output 3.2].

Learning

- Best practices for scaling up nutrition and learning gaps were collected through a survey and led to the finalization of a proposal for learning routes within the SUN Movement. This proposal was discussed and approved in late November 2013 by the Management Committee of the MPTF that

¹³ Summary Report of the SUN Movement Global Gathering is available at <http://scalingupnutrition.org/wp-content/uploads/2013/10/131024-SUN-GG-Summary-Report-FINAL.pdf>

could eventually support it. A Learning Route methodology was chosen to develop the full proposal: a planned journey with training objectives geared towards capacity building on the basis of: i) The interest (of an individual or organization) or need for knowledge; and ii) The identification of relevant experiences through which other people or organizations have dealt with similar problems in innovative ways, with successful results and whose accumulated knowledge is potentially useful to others.

Costing

- The number of countries who have finalised the costing of their plans for scaling up nutrition is increasing: By September 2013, 4 out of 38 countries (excluding countries who have recently started to participate in the SUN Movement) reported having translated policies and legal frameworks into common results frameworks; 15 are making good progress in doing so; 14 are working on it. 5 have started translating policies and legal frameworks into common results frameworks.
- SUN Countries have very different national planning processes and are operating in diverse contexts. Calculations of the cost of scaling up nutrition therefore depend upon multiple sources of information from across different nutrition-related sectors. As countries share their relevant nutrition planning documents with the Secretariat, they are uploaded to the SUN website. These appear on countries' relevant pages and also here.
- The Secretariat has prepared two-page summaries for each of the 20 countries that have participated in the costing exercise. Sierra Leone and Kenya have approved their summaries.¹⁴ Summaries for Francophone and Hispanophone countries have recently been translated to better enable SUN Government Focal Points to review and approve their summaries. Once approved, these will also be uploaded to the website. The following countries are getting support to develop their costing: Burundi (final stage); Mali (initial development stage); Rwanda (request to update); Yemen (request for an aggregated costed plan); Indonesia (final stage and budget formulation at provincial level); and Chad, Ghana, Congo DRC, Cameroon, Pakistan and Peru (initial request being better articulated).
- Better and more timely technical expertise was made available to SUN Countries facilitated by the Movement (i.e. connecting country needs with existing expertise).
- The Secretariat supported the preparation of materials for SUN Countries participating in international events where they have presented their progress in costing their plans (Paris, Brussels, Nairobi, London).

Conflict of Interest

- The Secretariat set out the issue of Conflict of Interest in a concept note, which was discussed among SUN Government Focal Points and Networks. In April 2013, the Bill and Melinda Gates Foundation provided support for the Global Social Observatory (GSO) – a Geneva based non-governmental organization, which specializes in encouraging multi-stakeholder dialogue – to provide an independent and neutral space for exploring the issue.
- Following an initial mapping of stakeholders and key issues, the GSO hosted three consultations (June, July and October 2013) that involved participants from SUN Countries and all SUN Networks. Each consultation aimed to explore potential conflicts of interest within the SUN Movement, so as to produce a detailed reference note for the Movement's stakeholders.
- Following first two consultations, the GSO produced a draft *Reference Note on Engaging in the SUN Movement: Preventing and Managing Conflicts of Interest*. The reference note was further developed and agreed during the third consultation in Geneva.

¹⁴ Available at <http://scalingupnutrition.org/resources-archive/country-resources/sun-countries-costed-plan-summaries>

Difficulties encountered (if any) - Changes and prioritization in implementation

- **Teleconferences** with SUN Government Focal Points allow the SUN Movement Secretariat to capture country progress and needs from different perspectives, and SUN Country teams to interact with other members of the Movement and with the Secretariat. These calls allow for experience sharing, learning and tracking of progress. The Secretariat will continue to maintain regular calls with SUN Countries to further track progress in the implementation of processes that contribute to creating an enabling environment for scaling up nutrition, inform networks about these progresses, analyse country requests for support and explore the best options to respond to these requests. These calls will take place every two months (instead of every six weeks as indicated in the logframe) at the request of SUN Government Focal Points who consider that six weeks is not sufficient time to achieve significant progress to be reported in the calls. These calls will also have a more thematic angle to allow discussions with SUN Government Focal Points to address major key issues for nutrition.
- The **Learning Routes** can be used in two ways: as an inspirational means to showcase novel practices and spark participants' interest to do something similar back home (addressing the "what"); or as a way to train and deepen the knowledge of already sensitized people and organizations in more hands-on methods (addressing the "how"). In both modalities, peer-to-peer learning constitutes the pillar of a Learning Route. The work on Learning Routes undertaken by the Secretariat will eventually feed into the development of a proposal to pilot and test a learning package through exchange routes among a number of SUN Countries. The Secretariat is following up the development and implementation of this proposal with a knowledge management organization, PROCASUR, as part of the MPTF-funded pilot to assist learning and sharing across countries. The Secretariat will look at this learning pilot exercise in conjunction with other on-going pilot exercises.
- **Capacity to Deliver:** The SUN Movement Secretariat has the role of match-maker – compiling requests and categorizing them as appropriate. It supports and facilitates convening workshops and assembles thematic consortia or networked resources. It is responsible for matching the requests with specific sources of response. The Lead Group recommended at their 4th meeting in September 2013 that the Secretariat find synergies between innovative interventions to better determine where support is needed so countries can focus their efforts more precisely. To this end, based on the analysis of country progresses and needs, the Secretariat is working on the development of a framework aimed at facilitating prompt and efficient response to country requests for support. The framework will group country requests into a set of established categories and will provide countries with a set of options in response to their needs. Progress are made to ensure timely expertise to SUN Countries but further progress could be made if members of the SUN networks were increasing their capacity to respond to country needs.
- The Secretariat will continue working on **costing and tracking** investments for nutrition. The Secretariat will do so by continuing its close collaboration with MQSUN (mostly around the analytical work) and with those countries that request specific support in the critical cycle from costing to tracking (such as Yemen).
- GSO's timetable for the **Conflict of Interest** process had to be revised, as the original timetable was too ambitious. The Secretariat facilitated the consultation exercise by ensuring the documents were seen by the Lead Group members at their meeting in September 2013. The Secretariat will make sure the Lead Group reviews the documentation on the Conflict of Interest exercise when finalised. The Secretariat is also looking closely at the next phase of the Conflict of Interest process with the conclusion of the consultation phase in November 2013.

Output 2.2: Track progress in SUN Countries

Details of activities

Four Processes

- The Secretariat worked to enable new SUN Countries (13) to report and demonstrate their progress in Scaling Up Nutrition around *four processes indicators* (outlined in the SUN Movement Strategy).¹⁵ The Secretariat updated the Country Progress Update Tables of the other 29 SUN Countries.
- Country performance, in relation to the four process indicators that contribute to creating an enabling environment for scaling up nutrition, have been assessed through teleconferences every 6 to 8 weeks with SUN government focal points and members of national multi-stakeholder platforms as well as through the compilation of the M&E framework by SUN government focal points and networks. The Secretariat worked with the SUN Government Focal Points as they track progress and made country information regularly available through **Country Progress Update Tables (Country Fiches)**, which track progress by SUN Countries around the four processes indicators. These Country Progress Update Tables are updated after each country call and shared with countries. These Country Fiches were included in the **annual 2013 Progress Report (2013 State of the SUN Movement Progress Report)** to assess progress of countries in implementing the different progress indicator markers of the M&E framework. The evidence comes from responses of SUN government focal points, members of national multi-stakeholder platforms and networks to the M&E framework markers and to questions related to progress in regular SUN Country teleconferences.
- Country Progress Update Tables serve as the basis for **SUN Country Briefs**, which summarize information on progress by SUN Countries and are updated, translated and made available on the website.
- The Secretariat prepared the **2013 Draft State of the SUN Movement Progress Report**¹⁶, which provides an update of progress within the SUN Movement from September 2012 to September 2013 [see also Output 1.5]. This was the first annual report to use the agreed M&E Framework to track progress within SUN Countries and Networks. The report sets out how the SUN Movement has grown – from 19 countries in September 2012 to 41 in September 2013 – and how the Movement has sought to create a space in which nutrition can become a global political priority. The report focuses on the advances made by the 41 countries in the SUN Movement and the SUN Movement’s Networks. It tracks the progress towards meeting the Movement’s four Strategic Objectives¹⁷ and the transformations underway to achieve them. It examines how the Movement is supporting SUN Countries to strengthen their capacity to deliver results, how the SUN Networks are mobilising global support for effective joint action and how systems to improve accountability are being strengthened. The Secretariat has developed **Details of Country Progress** as part of the 2013 Progress Report of the Movement. Collated by the Secretariat and validated by countries, the Details of Country Progress display information on progress made and challenges faced by countries organized around the four process indicators (available in the Country Progress Update Tables).
- In order to assure quality, consistency and credibility of joint reports coming from SUN Countries, the Secretariat has initiated a qualitative evaluation of the four processes indicators. This evaluation is related to progress markers and process indicators identified in the SUN Movement M&E Framework. The Secretariat prepared a short narrative on national best practices for scaling up nutrition along the four processes, which was included in the 2013 State

¹⁵ As outlined in the SUN Movement Strategy, when they join the SUN Movement, Governments in SUN Countries and their partners – both in-country and internationally – agree to take forward *four processes* that contribute to nutritional outcomes. They are: 1) Bringing people into a shared space for action (multi-sector, multi-stakeholder platforms); 2) Ensuring the existence of coherent policy and legal framework(s); 3) Aligning efforts and programs around a Common Results Framework; and 4) Ensuring financial tracking and resource mobilization (around a Common Results Framework).

¹⁶ See Progress Report “State of the SUN Movement (September 2013)”. Draft available at http://scalingupnutrition.org/wp-content/uploads/2013/09/SUN_Progress_Report_2013_ENGLISH1.pdf

¹⁷ SUN Movement Strategy (2012-2015) available at <http://scalingupnutrition.org/wp-content/uploads/2012/10/SUN-MOVEMENT-STRATEGY-ENG.pdf>

of the SUN Movement Progress Report. Identifying and mapping lessons learned, best practices and knowledge gaps is a key feature of the learning exercise [see Output 2.1].

Simulation

- In 2012, the Secretariat commissioned a consultant to estimate the cost of scaling up specific nutrition interventions per child using World Bank methods. The recent confirmed figure is approximately US\$ 100 per child for all recommended interventions in the 2013 Lancet Series. This cost does not include how much would be needed to leverage from sectoral investments to address key underlying causes of malnutrition. The Secretariat worked closely with the Technical Working Group of the N4G event to estimate nutrition-specific additional investments and nutrition-specific leveraged investments. However, an agreed figure per child [or per capita] of nutrition-sensitive investments would require a further consultation process.
- The Secretariat recruited an external consultant (Columbia University) for the development of a conceptual model for simulating the impact of multi-sectoral approaches on scaling up nutrition and to identify the potential of nutrition sensitive investments through systematic reviews and simulation when possible. Findings of the study are being disseminated and are used to support country-level prioritization of nutrition sensitive investments in key sectors like agriculture, fishery, social protection, etc.
- The simulation aims to provide evidence that can be used by decision-makers¹⁸ to prioritize key investments across different sectors as part of their wider efforts to improve nutritional outcomes. This draws on the LiST tool developed at Johns Hopkins University to identify key interventions that are shown to affect stunting and wasting (as well as other health outcomes). The work done by Columbia University complements the LiST tool and explores investments that can be made across multiple sectors to enhance their respective uptake and success. The focus is on how to affect most strongly the so-called intermediary or underlying causes of malnutrition, through various pathways.

Achievements against logframe indicators

Four Processes

- Results of country progress as assessed using the M&E framework vary from country to country. Most countries are advanced in setting up multi-stakeholder platforms for scaling up nutrition and in developing a policy framework for scaling up nutrition. Some, however, are less advanced in developing multi-sectoral common results frameworks for nutrition and developing systems to track financial investments for scaling up nutrition. Indeed it is easier to advance in process indicators 3 and 4 when there has been progress in implementing process indicators 1 and 2. Progress of specific countries is set out in the Compendium of SUN country fiches (annex to the 2013 State of the SUN Movement Progress Report). Summaries of country progress on the four processes indicators were elaborated in collaboration with SUN Government Focal Points and included as a compendium on Details of Country Progress in the 2013 Draft State of the SUN Movement Progress Report [see Output 1.5].
- The baseline (Country Template) for reporting on progress for the 11 new SUN Countries has been finalized and shared. Two reports are produced each year: the Annual Progress Report in September and a “State of the Movement Report” in April.
- By September 2013, 37 out of 41¹⁹ SUN countries had appointed a government focal point and were working with a high-level steering committee and technical working groups. 12²⁰ focal points were situated within government bodies with executive power, 19 were within a line ministry with responsibility for nutrition and 6 were part of an independent body.

¹⁸ The audience are decision makers in relevant parts of Government and sectors, politicians and finance people.

¹⁹ All countries but the four new ones who joined before September 2013.

²⁰ Benin, Burundi, Cote d'Ivoire, The Gambia, Ghana, Madagascar, Malawi, Namibia, Senegal, Sierra Leone, Tanzania, Uganda. See Progress Report “State of the SUN Movement (September 2013)”, page 31. Draft available at http://scalingupnutrition.org/wp-content/uploads/2013/09/SUN_Progress_Report_2013_ENGLISH1.pdf

- By September 2013, all countries had committed to working with multiple stakeholders. 17²¹ SUN countries reported having elements of their multi-stakeholder platforms in place that enable them to increase functionality.
- 37 out of 38²² SUN countries assessed in September 2013 have taken stock of their existing policies and programmes. All countries reported being in the process of ensuring that their national policies reflect national nutrition priorities, while 13 SUN Countries²³ reported working across sectors to improve existing policies and legislation. 9 countries reported having a government led advocacy and communications strategy in place that can support the realization of policy objectives as well as legal standards and guarantees, while other fourteen countries reported efforts underway to develop these strategies.
- SUN countries are at different stages in developing their Common Results Frameworks. Whilst many countries have well developed national policies that align specific nutrition interventions with nutrition-sensitive approaches, translating this into a functioning common results framework that enables the organization, implementation and evaluation of impact is proving to be more difficult. Nevertheless, countries are focusing their efforts on ensuring its practical application and are inviting partners to contribute.
- SUN Countries are at different stages of mobilizing and tracking financial resources. Governments are transforming the ways in which domestic resources for improved nutrition outcomes are being allocated, aligned, accounted for and tracked. Tracking and accounting for spending on nutrition in national plans is work in progress in all SUN countries and difficulties are being reported in tracking investments across nutrition-sensitive sectors. By September 2013, several SUN country reported having developed a functional financial tracking system for nutrition, one reported having made good progress in developing a tracking system for domestic and external spend on nutrition, 12²⁴ were in the process of developing it and 16²⁵ were starting this process.
- During 2013, 13 countries²⁶ committed to maintain or increase nutrition investments in the short and mid-term. Many of these commitments were made during the Nutrition for Growth event held on June 8 in London, UK²⁷.
- 8²⁸ out of 24 SUN Countries progressed in the SUN stages of preparedness with regards to the assessment made one year before; the remaining 18 countries reported to be in the same stage of preparedness than one year before. This is due to the fact that advancing along the SUN stage of preparedness is a process that requires changes in ways of working and behavior in the four process indicators that contribute to scaling up nutrition, and these changes are usually not immediate in time. Countries can progress for some indicators but staying at the same stage of preparedness.
- It is expected that countries that are not new in the movement focus their efforts in improving on process indicators 3 and, to a lesser extent, 4, while new countries may focus to a greater extent in setting up and strengthening their multi-stakeholder platforms.

Simulation

²¹ Bangladesh, Benin, Burundi, Ethiopia, The Gambia, Ghana, Haiti, Indonesia, Mozambique, Namibia, Peru, Rwanda, Sierra Leone, Tanzania, Uganda, Zambia, Zimbabwe. See DRAFT Compendium of SUN Country Fiches (September 2013), page 2, <http://scalingupnutrition.org/wp-content/uploads/2013/09/130916Compendium2013-English.pdf>

²² Bangladesh, Benin, Burkina Faso, Burundi, Cameroon, Chad, DR Congo, El Salvador, Ethiopia, The Gambia, Ghana, Guatemala, Guinea, Haiti, Indonesia, Jyrgyz Republic, Lao PDR, Madagascar, Malawi, Mali, Mauritania, Mozambique, Namibia, Nepal, Niger, Nigeria, Peru, Rwanda, Senegal, Sierra Leone, Sri Lanka, Tanzania, Uganda, Yemen, Zambia, Zimbabwe. See DRAFT Compendium of SUN Country Fiches (September 2013), page 4

²³ Bangladesh, Benin, Ethiopia, Ghana, Lao PDR, Malawi, Namibia, Peru, Rwanda, Sierra Leone, Tanzania, Zambia, Zimbabwe. See DRAFT Compendium of SUN Country Fiches (September 2013), page 5

²⁴ Bangladesh, The Gambia, Guatemala, Indonesia, Malawi, Mozambique, Nepal, Nigeria, Peru, Rwanda, Senegal, Uganda. See DRAFT Compendium of SUN Country Fiches (September 2013), page 11, <http://scalingupnutrition.org/wp-content/uploads/2013/09/130916Compendium2013-English.pdf>

²⁵ Benin, Burkina Faso, Burundi, Ghana, Haiti, Kyrgyz Republic, Lao PDR, Madagascar, mali, Mauritania, Namibia, Niger, Sierra Leone, Tanzania, Zambia, Zimbabwe. See DRAFT Compendium of SUN Country Fiches (September 2013), page 11

²⁶ Mali, Namibia, Benin, Indonesia, The Gambia, Peru, Lao PDR, Ghana, Ethiopia, Nepal, Rwanda, Mozambique, Zimbabwe. See DRAFT Compendium of SUN Country Fiches (September 2013), page 12

²⁷ See Progress Report "State of the SUN Movement (September 2013)", page 45

²⁸ Benin, Burundi, Namibia, Niger, Nigeria, Tanzania, Zambia, Zimbabwe. See Progress Report "State of the SUN Movement (September 2013)" page 54

- Columbia University's first paper has been submitted. It is a comprehensive literature review of the impact of different sectoral interventions on nutrition
- The approach is grounded in evidence from the scientific literature but the end product will be useful from the standpoint of a decision-maker to inform planning, costing, implementation and tracking. Key deliverables to be completed by 31 November 2013 include: a library of studies, reviews and trials across the identified high-impact areas; collated raw data; quantitative analysis outputs; and a user-friendly framework for decision making.

Difficulties encountered (if any) - Changes and prioritization in implementation

- The Secretariat will continue working with the SUN Government Focal Points as they track progress around the four processes indicators. The Secretariat will align the tracking exercise to the M&E Framework and to the quality and functional dimension of its process markers.
- In order to improve country ownership of SUN processes and strengthen national institutions and systems, the Secretariat intends to propose that national multi-stakeholder platforms conduct self-assessments related to the quality of implementation of the four processes indicators. This may allow national stakeholders to reflect critically on the functioning of their work and mechanisms for scaling up nutrition.
- Investment cases are currently built around specific nutrition interventions [mostly in the health sector and mostly driven by external aid]. The challenge in 2014 is to ensure that nutrition-sensitive investment cases build on domestic resources from relevant sectors and are complemented by external aid.

<h3>Output 2.3: Empower Stakeholder Advocacy and Communications</h3>

Details of activities

- The Secretariat produced a detailed mapping of both the progress and requests for support for Advocacy and Communications from SUN Countries to share with SUN Countries, Networks and those interested in supporting SUN Countries in their advocacy and communications efforts.
- The Secretariat provided targeted advocacy and communications support to multi-stakeholder platforms (including key messages to the Lead Group for its participation at major events like the World Economic Forum 2013 and the N4G event). The Secretariat also provided key messaging and a social media guidance note in advance of the SUN Movement Global Gathering to help foster information sharing in the lead-up to and during the event.
- The Secretariat produced revised terms of reference for the Scaling Up Nutrition Advocacy and Communication Team to reflect the agreement reached after the N4G event to include representatives from all networks. This revision aims to ensure a multi-stakeholder approach to communicating about and advocating nutrition. The Secretariat organized calls to each Network Facilitator (last week of June 2013) to secure buy-in and nominations for representation on SUN ACT.

Achievements against logframe indicators

- The detailed mapping (and a summary overview) of progress and requests for support for advocacy and communications is continuously updated and shared with others (Networks, Lead Group members and others interested in supporting SUN Countries) where appropriate. This map is used to ensure that the Secretariat is continuously encouraging countries to share their advocacy and communications experiences and learning where possible on the SUN Movement website and also to capture the needs that countries have identified. This will be particularly important as work moves forward to strengthen SUN Countries' Capacity to Deliver [see Output 2.1].
- Two-page costing summaries have been produced to support the advocacy efforts of the 20 SUN Countries that have participated in the costing exercise [see Output 2.1].

- The core membership of SUN ACT was agreed with representation from each of the networks. The first teleconference took place in mid-July 2013 with an agenda focused on identifying sources of support for country needs in terms of advocacy and communication. A second meeting took place in early September 2013 to discuss preparations for the SUN Movement Global Gathering and share key messages and social media plans.

Difficulties encountered (if any) - Changes and prioritization in implementation

- SUN ACT is still young and will need to mature into a broader group which takes a more active role in supporting SUN Countries in their advocacy and communication efforts. Support for preparation of briefing notes and specific tailored support to SUN Countries will be part of the role of SUN ACT.

Result Area 3: Stakeholders from self-governing and mutually accountable SUN Networks respond to needs of SUN Countries in a timely and effective way and contribute to responsive and aligned assistance to SUN Countries.

Global support for the 41 SUN Countries is organised around four SUN Networks: civil society, donors, the UN System and business. The SUN Networks form an integrated part of the SUN Movement. Each network operates at two levels – global and country – and seeks to ensure that its members can work with governments to deliver on their national plans to reduce undernutrition through the provision and alignment of appropriate support. Actions taken by the SUN global Networks support the four SUN processes at country level.

At the global level, the networks are focused on coordinating and aligning global policies and programmes in ways that support countries' efforts to scale up nutrition. Each network also offers a forum for its members to coordinate in ways that ensure that governments, and their own participants at country level, work to deliver on government-led national nutrition plans. In addition, the networks are working to ensure that nutrition remains a priority for the international community, that high-level political commitment is maintained and that adequate national and international resources are mobilised. Within SUN Countries, networks are coordinating internally and aligning individual and collective policies and actions behind national nutrition plans. Each network, through an agreed country-level convenor, participates in the national multi-stakeholder platform. The convenor acts as a point of contact with government for the network.

In the past year, the networks have continued to evolve and strengthen; however, more is needed from most networks in terms of how they actively respond to country needs. All SUN global Networks have increased their effectiveness through the continued development of their internal governance. All four SUN Networks have established governance structures to better coordinate and support countries. The SUN CSO Network and SUN Business Network has engaged dedicated coordinators who support the work of the Network Facilitators and coordinate with countries. The UN System Network relies on the joint capacity of the REACH and UNSCN Secretariats, while the Donor Network relies on internal capacity within members. Networks are not expected – in their own right – to provide direct support to countries; rather they should be a conduit through which the capacities of members can be harnessed and connected to country needs. To date, this is an area for improvement by all Networks. The networks continue to support the Movement through their engagement in a number of on-going joint processes aimed at strengthening the Movement (e.g. regular calls, M&E and Conflict of Interest). Networks are accountable through the M&E Framework of the SUN Movement.

During the reporting period, the Networks (collectively) made significant progress in terms of internal organisation and governance. In addition, all Networks advanced areas of work that are supportive to achievement of the Movements objectives, including progress on the development of a financial tracking methodology (Donor Network), mapping of UN system support for nutrition in 21 SUN Countries (UN Network), recruitment of coordinator to support national CSO alliances (CSO Network) and public launch of SUN Business Network (Business Network).

Progress over the last year has been mixed in terms of the networks' ability to respond to the needs of countries in a timely and effective way. Nonetheless, they have made progress, particularly within the Donor Network, which is providing technical support through a number of mechanisms, and the UN Network, which is providing support through UN-REACH. In addition, the Civil Society Network is providing support to national CSAs and the Business Network has begun bringing together stakeholders in a number of countries. However, networks need to mobilise more capacity, as demand from countries currently outpaces supply. The Secretariat will be focusing in 2014 on ensuring that the Networks use the capacity within their membership to respond to country needs.

The Networks are well connected at global level through their Network Facilitators; however, there is always room for more joint working. The SUN Networks meet regularly through Network Facilitators' teleconferences coordinated by the SUN Secretariat. Four (every three months) calls took place, and related summary notes were developed by the Secretariat and shared within and between the networks. The calls resulted, inter alia, in increased cross-network communication and joint action (strong working level linkages established between the business and civil society networks); increased

understanding of Movement-wide priorities; and increased understanding of country needs through sharing of country call notes and discussions. The Network Facilitators also came together, as required, for specific pieces of work (such as development of the SUN M&E Framework and the Global Gathering). In addition, networks are meeting bilaterally, with a particularly good working relationship between the CSO Network and SUN Business Network. The Network Facilitators of the Donor and CSO Network are in regular contact. Nonetheless, more joint working should be encouraged – particularly around collaborating on support to countries.

Networks are partially fulfilling their role as indicated in the SUN strategy Networks are bringing together groups of stakeholders around common goals. More work is need in terms of delivering coordination and alignment behind government led plans and multi-stakeholder platforms.

In 2014, Networks must harness the capacity of the members to respond in a meaningful way to country requests for support. The SMS will work to facilitate this though the capacity to deliver initiative; however, success will depend on the individual organisations of the SUN Movement making good on their commitments to support SUN Countries though better coordination and alignment and increased resources (human, technical, financial, political). The Secretariat will continue to work closely with individual networks to ensure their priorities and workplans are aligned with the Movement Strategy. A face-to-face meeting of the Network Facilitators with the Secretariat in February will be an opportunity to discuss further 2014 priorities.

Output 3.1: Ensure that the four SUN stakeholder Networks provide an optimal service when receiving and responding to requests identified by governments and other stakeholders within SUN Countries

Details of activities

- The Secretariat participated in or convened meetings of individual networks or joint meetings of Network Facilitators to encourage ways in which they can respond to country needs fully and in a transparent manner. Meetings convened include a Donor Network meeting on Resource Tracking and an M&E Design Workshop for Network Facilitators.
- The Secretariat participated in all SUN Donor Network calls; meetings including the “Scaling Up Nutrition Senior Officials Meeting” in Brussels (March 2013) and the “SUN Donor Senior Officials Meeting” in New York (September 2013).
- The Secretariat participated in the SUN Business Network Launch (December 2012), the CSO Network Launch (June 2013) and the UN System Network Launch (August 2013).
- The Secretariat organized calls with the SUN Network Facilitators, which included briefings on Country Networks calls and main conclusions (as background material the Secretariat circulates the Reports of Country Calls with the table of country needs in advance of the call). The Secretariat prepared the minutes of the discussions, which were shared with the Network Facilitators and then with the SUN Government Focal Points. They were then translated in French and Spanish and uploaded on the website.
- The Secretariat participated in some SUN UN and CSO Network calls and advised/commented on the development of key network documents (e.g. terms of reference and workplans).
- All SUN Network Facilitators and other Network representatives actively participated in the SUN Global Gathering in New York (September 2013) where they led individual sessions on issues of interest to SUN Countries [see Output 3.2].
- The Secretariat maintained on-going, informal contact with SUN Network Facilitators on an individual basis via monthly calls (three calls took place as of June 2013).
- The Secretariat maintained contact with individual networks to ensure that their activities are reflected in the website content.

Achievements against logframe indicators

- Progress over the last year has been mixed in terms of the networks’ response to the needs of countries in a timely and effective way. Nonetheless, they have made progress, particularly within the Donor Network, which is providing technical support through a number of mechanisms, and the UN Network, which is providing support through UN-REACH. In addition, the Civil Society Network is providing support to national CSAs and the Business Network has begun bringing together stakeholders in a number of countries. However, networks need to mobilise more capacity, as demand from countries currently outpaces supply.
- During the reporting period, the primary focus of the Secretariat, under this Output was to ensure that the Networks had put in place administrative and governance structures needed to support countries. However, in addition to putting in place these structures to the satisfaction of the Secretariat they have also provided support to countries as outlined below.
- In 2013 21 countries received support from the Donor Network through MQSUN [see Output 2.1] and 12 countries received support from the UN Network via REACH. In addition, the SUN MPTF (donor Funded) with administrative and technical support from the SUN CSO Network provided funding to the establishment of CSAs in 9 countries (Bangladesh, Guatemala, Malawi, Mozambique, Nepal, Niger, Ghana, Mali, Uganda) [see Output 3.3]. More of this type of support is necessary. MPTF is also providing funding to support the establishment of the SUN CSN Secretariat.
- Evidence from the REACH partnerships own research has shown that countries being supported by the UN Network, through REACH have strengthened national coordination through support to the establishment of national coordination mechanisms (from 2 to 6) and the finalisation of national nutrition plans (from 3 to 7).

- The SUN Donor Network has agreed terms of reference (December 2012). The SUN UN Network has agreed terms of reference and a workplan (June 2013). The UN Network was launched (August 2013). The SUN Business Network Strategic and Operational Plan was presented at the SUN Business Network Launch (December 2012). The SUN CSO Network has a governance structure (November 2012) and draft strategy (January 2013) in place. The steering group of the SUN CSO Network meets regularly every 6 weeks.
- The CSO Network drafted a communications approach paper (June 2013), which includes ways to maximize use of the SUN website.
- Four (every three months) SUN Network Facilitators' calls took place, and related summary notes were developed by the Secretariat and shared within and between the networks. The calls resulted, *inter alia*, in increased cross-network communication and joint action (strong working-level linkages established between the business and civil society networks); increased understanding of Movement-wide priorities; and increased understanding of country needs through sharing of country call notes and discussions.
- Face-to-face meetings or dedicated review calls between the Secretariat and the Donor and CSO Network leaders took place in the third quarter of 2013 and increased the networks' understanding of the Secretariat's priorities. UN Network and Business Network meetings have been planned and will take place over the next 12 months.
- The UN and CSO Networks produced regular newsletters to update others within the Movement on their activities. Network activities are regularly reported through the SUN website and monthly newsletter [see Output1.5].
- The level of alignment and coordination by Network Convenors differs from country to country and from network to network. While some data is available for the reporting period, the Secretariat believes that a more detailed collective self-assessment in countries in 2014 will provide a clearer picture. This is particularly true of the level of alignment. By September 2013, nine donors were convening in 24 countries. In a survey by the UN Network, 18 out of 21 countries surveyed were coordinating within the context of the UNDAF process, while 10 had a dedicated UN Nutrition or Food Security Working Group. In addition, REACH was supporting UN Coordination in 12 countries (10 in-country). The CSN was supporting CSO Alliances in 17 countries (11 of which were supported through the MPTF or bilateral donor funding at country level.) The Business Network does not formally have Network Convenors in-country but has supported a number of convenings through the Network Manager working with local business groups and government.
- The Secretariat monitored the work of the Networks through the 2013 SUN M&E process (data on responses can be provided). In addition, the Secretariat held bilateral calls with each of the Networks regularly, hosted regular Network Facilitators calls and participated in meetings of each of the Networks by invitation. The Secretariat reported to the Lead Group on the functioning of the Movement, including the Networks, in April and September 2013.

Difficulties encountered (if any) - Changes and prioritization in implementation

- Not all Networks have all of the documents listed (Terms of Reference, Governance Structures, Principles for Responsible engagements, Accountability Frameworks and Activity Plans); however, the Secretariat is satisfied with the documents in place for each of the Networks.
- In the past year, the networks have continued to evolve and strengthen; however, more is needed from most networks in terms of how they actively respond to country needs. All SUN Networks have increased their effectiveness through the continued development of their internal governance, strategies and workplans. The Secretariat worked closely with the UN and CSO Networks to ensure that their plans are fully aligned with the overall SUN Movement Strategy. Priority for the next 12 months will be to strengthen the level of engagement by networks (through their members) in response to country needs. The Secretariat will do this within the context of its broader focus on strengthening countries' capacity to deliver. A face-to-face meeting of Network Facilitators on Capacity to Deliver will take place early in the next implementation period.

- The Secretariat is supporting the organization of the SUN Donor Senior Officials field visit to Zambia planned to take place in December 2013. The Secretariat will participate in this workshop.
- The SUN Network Facilitators calls were instituted in February 2012: during the reporting period, four calls were held, at a larger interval (three-monthly) than the one indicated in the logframe (bi-monthly). This change was in response to the assessment by the Secretariat of each network's functioning and the appreciation by the Secretariat to convene SUN Network Facilitators calls when they can be of real added value in ensuring that services provided by networks are in support of country-level efforts to scale up nutrition.

Output 3.2: Ensure that strategies and actions of SUN Networks are in synergy with the overall SUN Movement strategy, and that they are monitored, reviewed and updated regularly

Details of activities

- The Secretariat liaised with all SUN Networks to ensure that they could contribute in the development of the M&E Framework for the SUN Movement, which includes SUN Network activities [see Output 1.3].
- As a standing agenda item for the Network Facilitators' calls, the Secretariat ensured that country needs are communicated regularly to networks (more detailed work on this will take place as follow-up to the recommendations that emerged from the SUN Movement Global Gathering).
- The Secretariat ensured that SUN Network Facilitators are consulted as part of GSO's consultation on Conflict of Interest [see Output 2.2].
- The Secretariat brought together SUN Networks with SUN Government Focal Points through the SUN Movement Global Gathering (September 2013).

Achievements against logframe indicators

- The strategies of the Networks are well aligned with the overall SUN Movement Strategy as most of the strategies were adopted or finalised during 2013. The Secretariat supported (monitored, reviewed, and commented upon) the development of each of the Network's strategies. The Donor Network has recently reviewed and updated its Terms of Reference for country level convenors. The UN Network is in the process of revising its Workplan for 2014. The CSO Network has updated its work programme as part of its 2014 MPTF application. The Network strategies are available on the SUN website. The Networks were also engaged in the development of the SUN M&E Framework which outlined individual "progress markers" for the Network in line with the overall SUN Movement Strategy. The M&E Framework for the SUN Movement, which reflects individual network commitments in line with the SUN Movement Strategy and Roadmap, was endorsed by the SUN Networks.
- SUN Networks participated in the baseline survey and M&E survey, which formed the basis for reporting on the networks' progress in the 2013 State of the SUN Movement Progress Report.
- A list of country demands was circulated to Network Facilitators during regular Network Facilitators' calls. This process identified the challenges in effectively linking supply with demand.
- SUN Network Facilitators were consulted in the development of the interim report "State of the Movement" to SUN Lead Group (April 2013) and of the 2013 Draft State of the SUN Movement Progress Report (September 2013) [see Output 2.2].
- SUN Networks led thematic sessions at the Global Gathering in response to areas of need identified by SUN Countries. Network-led sessions were facilitated by each of the four SUN Networks.
 - SUN Civil Society Network: (1) Supporting the implementation of commitments and investments in nutrition; (2) Developing a multi-sectoral plan: roles of the UN and CSOs

working together to strengthen country plans.

- Key outcomes include: Better understanding of the role that civil society can play in support of government-led efforts to scale up nutrition, including in securing/sustaining political will, providing technical support and ensuring community civil society is included.
- SUN Business Network: (1) What do SUN Countries need from business to scale up nutrition? (2) How can SUN Countries work with SUN Networks to create an effective multi-stakeholder approach to scaling up nutrition?
 - Key outcomes include: Clear messages from countries on the type of support needed to engage with business (support for SMEs, analyse entry points for business, etc.). Increased understanding of the respective roles of government and business in creating effective multi-stakeholder approaches.
- SUN Donor Network: (1) How can we draw on successes and new ideas to address some of the challenges to tracking progress? (2) How to access finance for scaling up nutrition?
 - Key outcomes include: session one allowed SUN Government Focal Points to engage directly with donors on a number of emerging options for the funding of scaling up nutrition, resulting in donors being able to reconsider the design of such programmes. Session two allowed those currently working on issues around tracking to learn the experience of countries to strengthen their ongoing work.
- UN System Network: (1) Sharing country experiences, successes, challenges and needs for improved multi-sectoral nutrition actions; (2) How can the UN System more effectively respond to country needs and offer better support for national efforts in nutrition?
 - Key outcomes include: Discussion between SUN Government Focal Points and WHO Director-General on key issues facing countries and how the UN Network can respond. The discussions identified how the UN system can respond to governments, what changes need to take place to enable this to happen and how countries can contribute.

(A more detailed note on each session has been compiled by the Secretariat and can be shared upon request.)

Difficulties encountered (if any) - Changes and prioritization in implementation

- SUN Networks have been actively engaged, through their Network Facilitators, to ensure that their strategies and actions are in synergy with the SUN Movement Strategy. Networks have begun to report on their activities through regular Network Facilitators' calls and the SUN M&E Framework. The Secretariat has informed Networks of country needs; however, more work is required to link responses to needs systematically. The presentations by networks at the SUN Movement Global Gathering showed a changed understanding of how networks can be demand-led rather than supply-led. This area of work will continue to be a priority for the 2013-2014 period.
- The Secretariat has engaged networks in discussions on the strategic direction of the Movement through Network Facilitators' calls and through individual calls with Network leaders.
- Networks were fully involved in the development of the SUN M&E Framework and the Conflict of Interest process. They will continue being fully engaged in the roll-out of the M&E Framework [see Output 1.3] and the follow-up work on the Conflict of Interest [see Output 2.2].
- Networks will be fully consulted as part of the discussion on the future of the SUN Movement, which is expected to take place in 2014 [see Output 1.3].

Output 3.3: Support to the functioning of the SUN Multi-Partner Trust Fund

Details of activities

- The Secretariat supported the MPTF Management Committee in reviewing progress of proposals that were granted support throughout 2012.
- The Secretariat facilitated the harmonization of various reporting formats so as to align to the overall M&E Framework for the SUN Movement and to increase sharing of good practice.
- The Secretariat prepared, in collaboration with the MPTF Office, for a new call for proposals.

Achievements against logframe indicators

- The first batch of quarterly reports has been received, reviewed and cleared by the Secretariat. Additional information has been requested when needed.
- Discussions with the CSO Network led to high rates of harmonization of various reporting (or information-sharing) formats so as to reduce the burden on focal persons in CSOs at country level. The SUN M&E Framework and SUN MPTF reporting formats have been largely used in these discussions to align internal CSO network formats.
- All arrangements worked out to launch a new call for proposals for the SUN MPTF to respond to Movement's growth. The call is specifically for window 2, which supports CSO actions at all levels, from local to global. Guidelines have been prepared by the Secretariat so as to incorporate all lessons emerging from the first round of proposals and to help newcomers to apply. A focal person has been identified from within the Secretariat to respond to queries during the proposal submission period (until 11 November 2013).
- SUN MPTF window 3 was activated to produce a SUN Movement baseline report. While this was authorized by the Committee in December 2012, it was only in October 2013 that the overall assignment was finalized. The baseline is of strategic importance for attribution of any progress to SUN in future evaluations.
- An effective knowledge management system was linked to the SUN website developed and implemented. Based on the quarterly reports submitted by seven of the nine civil society alliances awarded MPTF funding in April 2012, enhanced engagement with the government and its multi-stakeholder platforms is demonstrated. This includes close collaboration in the development of national policies (Ghana, Mozambique) as well as implementation monitoring baselines (Mozambique) and advocacy strategies (Uganda); providing input to national and district SUN/Nutrition Strategy taskforces (Malawi, Mozambique); joining official government representatives on bi-monthly SUN Movement calls (Mali), annual SUN Global Gatherings (Bangladesh, Malawi, Mali, Niger), or meetings abroad to enhance collaboration with development partners (Niger)²⁹. Reports, administrative documents, meeting minutes and all decisions of the Management Committee of the SUN MPTF are publicly disclosed³⁰. Access to this gateway as well as complementary updates regarding the SUN MPTF can be found on the SUN Movement Website.³¹ The 2012 Annual Report of the SUN Movement MPTF which covers 12 March, the date of the establishment of SUN MPTF, to 31 December. 2012 also captures the background and early lessons learned in the development of the SUN Movement MPTF fund. It can be found on the SUN Movement website³². As well the SUN MPTF gateway³³
- In November 2013, UNICEF signed the Memorandum of Understanding between Participating UN Organizations and the MPTF Office (UNDP). UNICEF will support the civil society alliances of 4 countries (Guinea, Kenya, Kyrgyz Republic and Sierra Leone) to implement their respective projects that were agreed by the MPTF Management Committee on 27 November 2013. UNICEF is also supporting the re-submission of Burundi's who first submitted their proposal in November 2013 to the MPTF Management Committee (and was invited to resubmit proposal in March 2014).

²⁹ Please see MPTF quarterly reports at <http://mptf.undp.org/factsheet/fund/SUN00>

³⁰ Available at <http://mptf.undp.org/factsheet/fund/SUN00>

³¹ Available at <http://scalingupnutrition.org/resources-archive/sun-mptf>

³² Available at <http://scalingupnutrition.org/resources-archive/sun-mptf>

³³ Available at <http://mptf.undp.org/factsheet/fund/SUN00>

- The Secretariat also facilitated connections between the MPTF Office and a group of consultants working for the Children’s Investment Fund Foundation to develop a concept for catalytic financing for nutrition. The SUN Movement Secretariat shares information with all potential donors interested in supporting the SUN Movement about the MPTF (i.e. The Bill and Melinda Gates Foundation). As of end of September 2013, no specific additional commitment has been made.

Difficulties encountered (if any) - Changes and prioritization in implementation

- **Early lessons** one year on: 9 national-level CSAs and one global CSO are currently funded through the SUN MPTF with average catalytic grants of USD 400 thousand each for 3 years. Two other CSAs have been directly financed by donors through bilateral funding channels. The CSAs work in support of government efforts to scale up implementation of nutrition plans. To do this effectively CSAs are organizing themselves into independent platforms for advocacy, capacity building and accountability.
- **Advocacy:** These CSAs are helping ensure that there is strong advocacy for nutrition at national level, and that this survives electoral cycles and relative changes in priority-setting by governments. This is – in many cases – empowering SUN Government Focal Points to be better placed to make change happen in their administrations and to defend gains that they have made over time. The CSAs are encouraging the incorporation of nutrition as a priority within parliaments by bringing the voices of the most affected people closer to the decision-making process through structured and continuous dialogue. This is contributing to a pattern of multi-stakeholder engagement that increases accountability over time and helps sharing of different national experiences across the Movement. In turn, the experiences of national CSAs provide the global SUN CSO actors with precious insight and information from countries, thereby strengthening their legitimacy as people who work on behalf of those most at risk of poor nutrition both now and when focusing on the post-2015 development agenda.
- **Capacity Building:** early lessons also help to elucidate the many linkages (and intricacies) between institutional processes related to nutrition, mechanisms for nutrition governance and nutrition outcomes. They are casting further light on how sustainability over time will eventually depend on the pattern of these relationships; moreover, they are highlighting the challenges of multi-sectoral collaboration. They are also revealing the tensions within the CSO community – should they prioritize the longer-term effort to build the capacities of local groups or the shorter-term need to deliver results and demonstrate impact. International NGOs are often better placed to do this.
- **Accountability:** early lessons show the challenges of stimulating strong leadership versus encouraging inclusiveness within in-country CSO communities. They are revealing the processes needed to encourage society-wide engagement and nation-wide priority-setting for which the creation of spaces, through disciplined analysis and agitation, is vital. At the centre of this effort is the need for accountability to reflect the interests of at-risk persons (who are often without power), the organizations that work on their behalf and the priorities decided through interactions with an increasing range of other actors as a result of the creation of CSAs. Impact can certainly be measured through assessing the responsiveness of those who support emerging actors to their needs, and the extent to which they are able to mobilize funds. But the most significant benefit of this approach is the extent to which it offers opportunities for learning about the way in which inclusive working leads to a greater critical mass of stakeholders who are able to call each other to account. It is this mutual accountability that is the eventual goal of the SUN Movement, and the MPTF-financed projects are clearly stimulating it, albeit in a manner that is best suited to the specific context of each country.
- Much of the emerging lessons have been used by the Secretariat to inform discussions about the next steps for the SUN MPTF. They have helped shape guidelines for a new call for proposals under SUN MPTF window 2 in support of CSAs in SUN Countries. The call is formally open until 11 November 2013 and the MPTF Committee is expected to meet in late November 2013 to allocate funding against proposals received. The usual assessment cycle is expected by the Secretariat to help inform decision-making by the members of the MPTF Committee.

Output 3.4: Facilitate communication, learning and engagement across the Movement

Details of activities

- The Secretariat ensured that all relevant documents are translated (at least in French and Spanish and increasingly in Portuguese, Arabic and Russian) and shared on the website [see Output 1.5]
- The Secretariat produced web-based updates on work underway such as the M&E Framework, Costing of National Nutrition Plans and the Consultation on Conflict of Interest.
- The Secretariat is preparing case studies of good practice from across the Movement to be shared.

Achievements against logframe indicators

- A short report and executive summary of the Costing Exercise has been completed, translated and made available on the SUN Movement website [see Output 2.2].
- The Secretariat has prepared two-page summaries for each of the 20 countries that have participated in the costing exercise [see Output 2.1].
- By making this information available on the website, it is hoped that countries can learn from each other's experiences. As the costing of nutrition plans has also been of significant interest to the global advocacy community, it is hoped that sharing this information will help build a strong understanding of the complexities involved and, as such, the areas in which SUN Countries need support in advancing their efforts.

Difficulties encountered (if any) - Changes and prioritization in implementation [see also Output 1.5]

- As the Movement continues to grow with 41 countries and thousands of groups from across the world now participating, it is critical to meet the increased requirements for communication, information sharing and learning. The SUN website is the central communication tool of the SUN Movement and is expanding in line with the growth of the SUN Movement.
- Based on the response to the 'Community Links' facility on the SUN Movement website, the Secretariat plans to pilot a 'Community Voices' facility that will allow users to write their own blogs and upload them onto the SUN Movement website (moderated by the Secretariat).
- A series of short briefing materials will be developed. A 'Give Me Five' main points from each briefing will also be developed [see Output 1.5].

4. Communication and visibility operations

The SUN Movement Secretariat is including the use of donor logos and links to their host websites on the Website of the Movement (www.scalingupnutrition.org) in line with the visibility requirements of each donor as appropriate and in line with the country-led nature of the SUN Movement. The Secretariat is waiting to gather few additional logos from donors before uploading them. It is expected that this will be finalised by January 2014.

Where possible and appropriate, the SUN Movement Secretariat has highlighted the role that donors are playing to support its work through the inclusion of the following language in materials produced by the Secretariat:

The Secretariat is supported by the Governments of Canada, the European Union, France, Germany, Ireland, Netherlands, the United Kingdom and the Micronutrient Initiative.

In addition to this financial support, human resource capacity, reporting directly to the SUN Movement Coordinator, has been made available by France and Unilever.

The SUN Movement Secretariat has used a variety of tools to communicate. All key materials and the website are available in three languages: English, Spanish and French. Key documentation is already being increasingly translated in Arabic, Russian and Portuguese.

The Communication tools include:

- **SUN Movement website** www.scalingupnutrition.org. The website is the heart of the SUN Movement communication platform. There has been substantial investment in ensuring that a large amount of up-to-date relevant material is uploaded – particularly to the country pages.
- **State of the SUN Movement Progress Report**. An annual progress report was produced in September 2013. Since the inception of the Movement, three progress reports have been produced for 2011, 2012 and 2013. The progress reports summarise progress and are accompanied by more detailed country fiches for each SUN Country.
- **SUN brochures, PPT presentations and briefs**: The SUN Movement Secretariat has produced several publications that are designed to share progress and information about the SUN Movement. These documents incorporate visibility of donor support to the SUN Movement Secretariat.
- **SUN Newsletters**. Monthly e-mail updates are sent out to supporters of the SUN Movement every month detailing global and country news.
- **Key messages**. A set of key messages are developed for major nutrition events for members of the SUN Movement including Lead Group members and Country Focal Points. These are sent out by E mail and also made available in paper format.

5. Evolution of the staffing and budget of the SUN Movement Secretariat

The Secretariat was set up in 2012 as a small and flexible coordination team providing overall support to the Lead Group, SUN Networks and SUN Countries. It has no operational role, but it seeks to link together countries and networks in the SUN Movement to ensure that support requested to intensify actions and achieve nutrition objectives is received in a coordinated and coherent way. It is headed by the SUN Movement Coordinator and serves the SUN Lead Group and its Chair in exercising its responsibility for the stewardship of the Movement.³⁴

The increasing number of countries joining the Movement (30 countries in September 2012 – 41 countries in September 2013), and their urgent requests for help to strengthen their capacity to advance their efforts, has led to (and will probably continue to lead to) a steep rise in the demands made on the Secretariat. The Secretariat has adapted to these evolving and growing needs and requests.

Over the course of 2013 the Secretariat has initiated work on conflicts of interest, monitoring and evaluation, support to the costing of national nutrition plans, tracking resources and the re-launch of the SUN Movement website, and it has convened meetings between SUN Countries and Networks and organized a Global Gathering in September 2013 in New York.

For the next reporting period, the Secretariat will continue its work in providing assistance to: (1) the Lead Group so that it can exercise accountable stewardship over the Movement; (2) SUN Countries so that they are better able to bring together national stakeholders for implementation of effective actions to Scale Up Nutrition and to access aligned external support for realising its objectives; and (3) SUN Networks so that they can respond to the needs of SUN Countries in a timely and effective way and contribute to responsive and aligned assistance to SUN Countries. The Secretariat will do this within the context of the broader focus on strengthening countries' capacity to deliver. In particular – as tasked by the Lead Group – it will contribute to a global, independent, authoritative report on malnutrition to maintain momentum and strengthen accountability, and it will seek ways to encourage convergence with new and emerging initiatives on nutrition. It will focus on 'matching' country self-assessments of support required – beyond that which can be accessed internally – with sources of external support designed to respond to country requirements.

5.1. The Secretariat's staffing³⁵

The structure of the Secretariat was established using information available in 2012 regarding the evolution of the Movement and the expectations of its stakeholders. The 'foundation document' is the Description of the Action (i.e. Action Fiche³⁶) developed during the second half of 2012 for the European Commission at the occasion of the negotiation of its support to the Secretariat. The 'foundation document' was then updated at the occasion of the drafting of the Inception Report (December 2012 – June 2013). The Inception Report and its annexes constitute the 'updated foundation document' of the Secretariat.³⁷

During the course of 2013 the Secretariat has adapted to the growing size and complexity of the Movement and its demands. The Inception Report provides an updated presentation of the organisation of the Secretariat, which has grown in size and capacity while maintaining its basic design as established in 2012.

³⁴ For detailed elements on the set up and consolidation of the SUN Movement Secretariat (2011-2012) refer to the *2011-2012 Implementation and Financial Report of the SUN Movement Secretariat* (available at http://scalingupnutrition.org/wp-content/uploads/2013/11/130910_2011-12-SMS_Implementation-Report_FINAL.pdf).

³⁵ For detailed elements on staffing refer to the *Inception Report (December 2012-June 2013)* – chapter 3.1 (available at http://scalingupnutrition.org/wp-content/uploads/2013/11/30JULY13_Inception-Report_FINAL.pdf).

³⁶ The "Action Fiche" is available at <http://scalingupnutrition.org/wp-content/uploads/2013/11/2012-SMS-Description-of-the-Action.pdf>

³⁷ The *Inception Report (December 2012-June 2013)* of the SUN Movement Secretariat constitutes the updated "foundation document" of the Secretariat and includes: a) Activities of the SUN Movement Secretariat 15 December 2012 – 14 June 2013; b) Revised Logical Framework of the SUN Movement Secretariat – June 2013; c) Updated Work-plan of the SUN Movement Secretariat / 2013 – 2015; d) Reporting Timeframe of the SUN Movement Secretariat; e) Communication and Visibility Plan 2013-2015; f) Staffing of the SUN Movement Secretariat 2013 – 2015; g) Budget of the SUN Movement Secretariat 2013-2015; h) Contributions to the SUN Movement Secretariat Budget.

At the end of September 2013, the Secretariat includes one Coordinator dedicating 100% of his time to the SUN Movement Secretariat and 10 full-time professional staff members. A Liaison Officer within the Office of the UN Secretary-General in New York dedicates half of her time to the activities of the Secretariat. An Administrative Team (based in Geneva and New York) is ensuring support to the activities of the Secretariat.

To ensure adequate staff support to evolving requests from the Movement's stakeholders until end of 2015, the Secretariat has provisioned – as described in the Inception Report³⁸ - an additional slight complement to the size of the personnel in the upcoming 12 months (1 October 2013 – 30 September 2014).

- One Chief Operating Officer (budgeted as Strategy Advisor in the initial plan) is expected to be recruited by the first half of 2014 and will take over the current managerial responsibilities of the Chief of Staff (currently funded by other sources).
- One additional Country Liaison Officer and one support officer to the Country Liaison Officers will be recruited in the first half of 2014 to reinforce capacities of the Secretariat to liaise regularly with all SUN Countries and possible new countries joining in 2014.
- One support officer is planned to be recruited at the end of 2013 to support the roll-out of the M&E Framework to SUN Countries as the method of tracking progress against the four SUN processes.
- One reporting officer will be recruited in the second half of 2014 to support the preparation of the activities and financial reports of the Secretariat.

5.2. The Secretariat's budget and contributions³⁹

The annual budget for staffing and operations of the Secretariat has evolved with the growth of the Movement.⁴⁰

The July 2013 update – included in the Inception Report (Annex 7) - provides a revised budget of the Secretariat as it adapts to evolving needs and expectations. It presents a yearly breakdown 2013-2015 and a Total compared to the provisional budget made in December 2012 (attached to the “foundation document”). The July 2013 Budget highlights an increase in the provisional budget (compared to the provision made in December 2012) of 14%, reflecting a slight growth in size and capacity of the Secretariat. These include Advisory Services; Travel; and General Operations (including translation and website services and a new budget line for special events such as the SUN Movement Global Gathering). The updated budget for professional staff over the period 2013-2015 is lower than the initial plan (minus 17%) despite the growth in size of the professional team of the Secretariat.

The Updated Budget (July 2013) of the Secretariat is approximately EUR 3.8 million (USD 5 million) in 2013, EUR 5 million (USD 6.7 million) in 2014 and EUR 5.6 million (USD 7.4 million) in 2015. The total revised budget for the period 2013-2015 is of EUR 14.4 million (USD 19.1 million). This provision until 2015 is not considering any substantive increase in new requests on the Secretariat. All details regarding the increase of the provisional budget of the SUN Movement Secretariat for the period 2013-2015 (as of July 2013) are presented in the Inception Report (Chapter 3.2 page 13 and Annex VII page 45).

The SUN Movement Secretariat started 2013 with a positive balance of about EUR 3.7 million (USD 4.7 million). Over the period January 2013 – December 2013 the Secretariat received contributions for a total of USD 1,336,606 plus USD 401,929 corresponding to an early disbursement of a contribution expected in 2014. The below chart presents details of donor contributions (received and expected).

³⁸ For detailed elements on human resources refer to the *Inception Report (December 2012-June 2013)* – chapter 3.1 and Annex VI at http://scalingupnutrition.org/wp-content/uploads/2013/11/30IULY13_Inception-Report_FINAL.pdf

³⁹ For detailed elements on budget refer to the *Inception Report (December 2012-June 2013)* – chapter 3.2 and Annex VII at http://scalingupnutrition.org/wp-content/uploads/2013/11/30IULY13_Inception-Report_FINAL.pdf

⁴⁰ For detailed elements on the launch of the SUN Movement and the evolution of its stewardship arrangements see *2011-2012 Implementation and Financial Report of the SUN Movement Secretariat*

The Revised Logical Framework of the SUN Movement Secretariat (Annex 3 to this report) remains structured along three Result Areas:

- **Result Area 1:** the SUN movement Lead Group exercises stewardship over the Movement, sustains the political attention to under-nutrition and increases investments in direct nutrition interventions and nutrition sensitive development,
- **Result Area 2:** Each SUN Country is better able to bring together national stakeholders for implementation of effective actions to Scale Up Nutrition, to learn how best to do this from experiences of other SUN Countries and to access aligned external support for realizing its objectives
- **Result Area 3:** Stakeholders from self-governing and accountable SUN Networks respond to needs of SUN Countries in a timely and effective way and contribution to responsive and aligned assistance to SUN Countries.

The Updated Work-plan of the SUN Movement Secretariat (2014-2015) is in Annex 2 to this report. It presents major milestones of the organization of work of the Secretariat without jeopardizing its capacities of adaptation to a rapidly changing Movement.

ANNEX 1: 2013 Provisional Financial Report

		Provisional Expenditures 1/01/2013 - 31/12/2013			
Exchange rate USD/Euro: 0.754					
		2013 BUDGET (Revised estimate July 2013) - in USD	2013 BUDGET (Revised estimate July 2013) - in Euro	Provisional expenditures 1/01/2013 - 31/12/2013 - in USD	Provisional expenditures 1/01/2013 - 31/12/2013 - in Euro
Professional	Strategy Advisor	\$0	€ 0	\$0	€ 0
Staff	Policy Advisors	\$1,017,417	€ 767,132	\$887,125	€ 668,892
	EOSG liaison	\$70,000	€ 52,780	\$70,000	€ 52,780
	SUN Coordinator	\$479,000	€ 361,166	\$424,000	€ 319,696
	TOTAL PROFESSIONAL STAFF	\$1,566,417	€ 1,181,078	\$1,381,125	€ 1,041,368
Administrative	Assistants GVA	\$330,359	€ 249,091	\$313,243	€ 236,185
staff	Assistant NY	\$12,712	€ 9,585	\$12,500	€ 9,425
	Administrator GVA	\$114,286	€ 86,172	\$101,000	€ 76,154
	Administrator NY	\$342,402	€ 258,171	\$235,000	€ 177,190
	Additional support staff	\$204,000	€ 153,816	\$182,000	€ 137,228
	TOTAL ADMIN STAFF	\$1,003,759	€ 756,835	\$843,743	€ 636,182
	Advisory Services	\$317,340	€ 239,274	\$200,000	€ 150,800
	Travel	\$338,291	€ 255,071	\$500,000	€ 377,000
	General operations				
	External Evaluation	\$0	€ 0	\$0	€ 0
	Communication	\$93,811	€ 70,733	\$100,000	€ 75,400
	Printing	\$61,058	€ 46,038	\$5,000	€ 3,770
	Translation	\$277,542	€ 209,267	\$228,816	€ 172,527
	Equipment & Consumables	\$33,921	€ 25,576	\$40,962	€ 30,885
	Rent offices	\$160,635	€ 121,119	\$168,135	€ 126,774
	Website Services	\$304,251	€ 229,405	\$295,440	€ 222,762
	Visibility	\$47,490	€ 35,807	\$33,920	€ 25,576
	Special events	\$482,800	€ 364,031	\$505,000	€ 380,770
	Miscellaneous direct costs	\$24,000	€ 18,096	\$11,000	€ 8,294
	TOTAL General Operations	\$1,485,508	€ 1,120,073	\$1,388,273	€ 1,046,758
SUB-TOTAL		\$4,711,315	€ 3,552,332	\$4,313,141	€ 3,252,108
Indirect costs		\$329,792	€ 248,663	\$301,920	€ 227,648
TOTAL		\$5,041,107	€ 3,800,995	\$4,615,061	€ 3,479,756

ANNEX 2: Work plan of the SUN Movement Secretariat (2014 – 2015)

WORK-STREAMS	MILESTONES																									
	2013			2014									2015													
	Oct	Nov	Dec	Jan	Febr	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Febr	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov
Result Area 1: SUN Lead Group																										
1.1 Provide assistance to Lead Group so that it can exercise accountable stewardship over the Movement in line with the SUN Movement Strategy and Revised Roadmap																										
<i>Milestone 1: Meetings of the Lead Group are held in April and September each year</i>																										
<i>Milestone 2: Request extension of the Lead Group mandate after December 2013</i>																										
1.2 Provide assistance to Lead Group Members – and the Movement as a whole - to undertake effective resource mobilization for addressing under- nutrition																										
<i>Milestone 1: Lead Group members are briefed on progress for tracking financial investments and for developing a methodology for estimating the cost of nutrition-sensitive approaches</i>																										
1.3 Provide assistance to Lead Group Members to oversee the accountability of the overall SUN Movement																										
<i>Milestone 1: SUN Interim Progress Report produced</i>																										
<i>Milestone 2: M&E Framework is rolled ou to SUN Countries as the method of tracking progress</i>																										
<i>Milestone 3: Mid-term review of the SUN Movement is conducted and deliverables for decision on the future of the Movement are presented to the Lead Group</i>																										
1.4 Enable Lead Group members to undertake effective High Level Advocacy																										
<i>Milestone 1: Nutrition is profiled in high level meetings: UN General Assemblies + 2014&2015 upon initiatives by Lead Group members</i>																										
1.5: Foster greater understanding of the SUN Movement and its progress																										
<i>Milestone 1: Website expanded, maintained and translated into French and Spanish</i>																										
Result Area 2: SUN Countries																										
2.1 Support SUN countries to ensure they have timely access to the technical expertise they need																										
<i>Milestone 1 SUN: bi-monthly conference calls with SUN Government Focal Points held</i>																										
<i>Milestone 2: annual meeting with all SUN Movement stakeholders are organized</i>																										
2.2 Track progress in SUN countries																										
<i>Milestone 1: Baseline Country Fiches for new SUN countries agreed</i>																										
<i>Milestone 2: Country Fiches updated and agreed</i>																										
<i>Milestone 3: SUN Progress Report produced and disseminated</i>																										
2.3: Empower Stakeholder Advocacy and Communications																										
<i>Milestone 1: Meetings of the SUN ACT are held</i>																										

ANNEX 3: Revised Logical Framework of the SUN Movement Secretariat – June 2013⁴¹

	Intervention Logic	Objectively verifiable Indicators of IMPACT	Sources and means of Verification	Assumptions
Overall Objective	To contribute to the Millennium Development Goals and to the global targets established by the 2012 World Health Assembly	Global reduction in the prevalence of under nutrition	Millennium Development Goals Progress Reports WHO reporting on implementation of WHA Resolution 65.6	
Specific Objective	A Strengthened SUN Movement maintains nutrition high on the international development agenda and SUN Countries achieve progress against commitments for the reduction of under-nutrition	SUN Countries are demonstrating significant reductions in under-nutrition, in line with, or exceeding, expected results in their Results Frameworks, referenced by the WHA targets of: <ul style="list-style-type: none"> - 40% reduction of the global number of children under five who are stunted; - Reducing and maintaining child wasting to less than 5%; - 30% reduction of low birth weight; - No increase of child overweight; - 50% reduction of anaemia in women of reproductive age; - Increase exclusive breastfeeding rates in the first six months of life up to at least 50%. and <ul style="list-style-type: none"> - Increased access to affordable nutritious food, clean water, 	<ul style="list-style-type: none"> - National Representative Surveys (MICS, DHS, SMART) - Ad hoc published surveys if validated - FAO SWOC, database of JMP on Water supply and sanitation, SOWMR - List of advocacy pieces, and speeches delivered at global level, nutrition and SUN references in outcome documents tracked on SUN website 	Political momentum for scaling up nutrition continues to grow in the international arena SUN Country Governments maintain and implement their commitments to scaling up nutrition SUN Networks are responsive to Country requests for support Actions addressing under-nutrition are effective in reaching vulnerable groups

⁴¹ The Revised Logical Framework was presented in the Inception Report (June 2013) - http://scalingupnutrition.org/wp-content/uploads/2013/11/30JULY13_Inception-Report_FINAL.pdf

		<p>sanitation, healthcare and social protection.</p> <p>Political attention to nutrition is sustained on international agendas such as the G8, G20, EU Presidencies, CFS and WHA</p>		
	Intervention Logic	Objectively verifiable Indicators of OUTCOMES	Sources and means of Verification	Assumptions
Expected results	1 Sustained political attention and increased investments for direct nutrition interventions and nutrition sensitive development. (<i>SUN Movement Lead Group</i>)	<ul style="list-style-type: none"> – SUN Lead Group meetings are held bi-annually to discuss progress of and provide direction to SUN Movement. – Accountability Framework and Annual operating plans for the Movement are in place by April 2013 to enable timely, responsive and aligned of actions to scale up nutrition. – Development of figure for the costing of preventing a child from stunting helps build investment case and leads to an increase in resources committed to nutritional outcomes. – Increased domestic and international investments in nutrition are assessed through improved tracking mechanism. 	<ul style="list-style-type: none"> – Letters of commitment from Governments participating in the Movement – List of members supporting the SUN Strategy and revised Road Map – Minutes of Lead Group meetings – SUN Movement Accountability Framework – M&E Baseline, mid- term and final evaluation reports – OECD data 	<ul style="list-style-type: none"> – Lead Group maintains its interest in pursuing the objectives of the SUN Movement – Official Development Assistance is not affected by the financial crisis, and donor countries continue their efforts to commit 0.7% of their GDP in ODA. – SUN Countries continue to prioritise nutrition. – SUN Networks are functioning and its members are prepared to commit resources in order to be responsive to requests for assistance from SUN Countries.
	2 Increased capacity of <i>SUN Countries</i> to coordinate and implement effective actions to Scale Up Nutrition	<ul style="list-style-type: none"> – All SUN Countries have a functioning high level convening body for nutrition and an effective SUN Government Focal Point. – All SUN Countries have functioning in-country multi-stakeholder platforms (MSPs) with participation from key stakeholder groups and sectors. – All SUN Countries have a coherent policy and legal framework. 	<ul style="list-style-type: none"> – -SUN Network briefs and Network reports available on the website – -Shared summary notes of bi-monthly teleconferences – Updated SUN website – Country Common Results Frameworks – SUN Country Template 	<ul style="list-style-type: none"> – National governments lead the way in translating commitments into actions though high-level political support and prioritisation of nutrition at country level – Political, financial or bureaucratic situation at country level do not hamper actions on nutrition – SUN Countries are supported in their actions by Lead group and SUN Networks

		<ul style="list-style-type: none"> – All SUN Countries have an agreed common results framework, to align efforts of government sectors and stakeholders, and which include an agreed implementation matrix linked to an M&E framework and to estimates of financial requirements (including capacity building). – All SUN Countries are enabled to establish systems to monitor progress and accountability and enable impact. – SUN Countries invest significantly more of their own resources for the reduction of under-nutrition. – Countries that join the SUN Movement progress along the SUN stages of preparedness. 	<ul style="list-style-type: none"> – National Representative Surveys (DHS, MICS, SMART) – Ad hoc published surveys if validated – GINA WHO Database – NATSN FAO Database 	<p>as set out in agreed accountability framework and activity plans</p> <ul style="list-style-type: none"> – SUN government Focal Points continue to engage with the SUN The Secretariat – SUN Countries and network partners at country level commit and actively contribute to the in-country MSPs.
	Intervention Logic	Objectively verifiable Indicators of OUTCOMES	Sources and means of Verification	Assumptions
Expected results	<p>3</p> <p>Effective and accountable SUN Networks are able to respond to the needs of SUN Countries in a timely and effective way</p>	<ul style="list-style-type: none"> – SUN Networks have agreed Terms of Reference, Governance Structures, Principles for Responsible engagements, Accountability Frameworks and Activity Plans that are implemented. – All SUN Networks are able to contribute to timely aligned and responsive actions in support of SUN Countries. – SUN Network Convenors at country level are actively participating in Country multi-stakeholder platforms. – The SUN MPTF enables members of the civil society network to better participate in the Country multi-stakeholder platforms. 	<ul style="list-style-type: none"> – Internal communications and minutes of network meetings demonstrate the extent to which Networks respond to country needs – Network Terms of reference, Governance Structures, Activity Plans, Accountability Frameworks – Progress report of stakeholder networks updated on an annual basis available on SUN Website – Reports (narrative and financial) prepared by the 	<ul style="list-style-type: none"> – In-country partners do align behind country-led efforts – SUN Networks are functioning and its members are prepared to commit resources and prioritise SUN (within their own organisations' workplans) in order to deliver the collective action necessary to achieve the SUN Strategy. – SUN Networks agree on their own principles of engagement – The Secretariat's role is recognized by SUN stakeholders including SUN Countries and receives financial support from donors

			MPTF Office are available online	<ul style="list-style-type: none"> – SUN Network facilitators are able to act as catalysts within their own Networks – SUN Countries continue to work with multi-stakeholder platforms.
Outputs		Activities		Objectively Verifiable Indicators of OUTPUTS
1. Outputs related to the SUN Lead Group	1.1. Provide assistance to Lead Group so that it can exercise accountable stewardship over the Movement in line with its Strategy and Revised Roadmap	<ul style="list-style-type: none"> (a) Organise meetings of the Lead Group, report regularly on to the Lead Group Chair, prepare messages – as requested – from the Chair to Lead Group members, prepare and provide reports for Lead Group members two weeks in advance of its meetings; update the SUN Movement Strategy when requested by the Lead Group; (b) Communicate decisions of the Lead Group throughout the SUN Movement Networks, ensure that the decisions are implemented through the Networks and throughout the Secretariat, report back to Lead Group Chair on implementation; (c) Develop an annual Operating Plan for the Movement – with milestones – that translates the revised Road Map into agreed actions, indicates collective and individual responsibilities and serves as a basis for the Lead Group to exercise stewardship; 		<ul style="list-style-type: none"> (a) Meeting are organised twice yearly; reports are prepared on a monthly basis; Movement Strategy agreed by the Lead Group disseminated throughout the Movement and updated as appropriate; (b) Lead Group meetings to discuss SUN progress are prepared by The Secretariat twice a year; (c) Annual operating plans for the Movement are developed, their implementation is monitored and reported to the Lead Group;
	1.2. Provide assistance to Lead Group Members – and the Movement as a whole – to undertake	<ul style="list-style-type: none"> (d) Develop description of the investment case for nutrition designed initially for Members of the Lead Group but suitable for use throughout the Movement; (e) Provide members of the Lead Group – and the Movement as a whole – with messages that empower them to advocate for substantially increased financing that supports national plans for scaling up nutrition and is aligned around Common Results Frameworks; (f) Establish a consistent method for tracking financial investments in nutritional outcomes by September 2013; encourage and track progress of its application through the SUN Countries and make the results available to the Lead Group; 		<ul style="list-style-type: none"> (d) Investment case containing around 2000 words is developed for use by Lead Group members and disseminated throughout the Movement; (e) Consistent method for tracking financial investments in nutritional outcomes developed and disseminated throughout the Movement; (f) Use of the method for tracking financial investments in nutritional outcomes is

<p>effective resource mobilization for addressing undernutrition</p>		<p>monitored and reported to the Lead Group;</p>
<p>1.3. Provide assistance to Lead Group Members to oversee the accountability of the overall SUN Movement</p>	<ul style="list-style-type: none"> (g) Develop an outline Accountability Framework for the overall SUN Movement (based on the SUN Movement Strategy), interact with SUN Networks to ensure their buy-in, adapt the proposed outline as necessary, finalise the Accountability Framework and present it for approval by the Lead Group in 2013; (h) Provide monitoring reports and commentaries (written and verbal) that assist Lead Group members to interpret and review the reports, identify issues and challenges and propose actions that will improve implementation of the SUN Strategy; (i) Develop Terms of Reference for the continuous and formative evaluation of the SUN Movement from 2009 to 2015, secure agreement across the networks and within the Lead Group and establish implementation arrangements before the end of first Semester 2013; (j) Organise a Mid-Term Evaluation of the activities of the SUN Movement The Secretariat taking place before end of 2014; 	<ul style="list-style-type: none"> (g) Accountability Framework of the SUN Movement is presented to the Lead Group in 2013; (h) Monitoring reports are provided to Lead Group at least once a year; Baseline for evaluation of the SUN Movement is presented to Lead Group; (i) Terms of references for final evaluation are available; (j) Mid-term evaluation report is disseminated, as appropriate;

Outputs		Activities	Objectively Verifiable Indicators of OUTPUTS
1. Outputs related to the SUN Lead Group	1.4. Enable Lead Group members to undertake effective High Level Advocacy	<ul style="list-style-type: none"> (k) Develop and update regularly a continuous inventory of high-level advocacy opportunities in selected policy arenas (e.g. European Union, G8, G20, Committee on World Food Security, World Health Assembly, ECOSOC, UN General Assembly, World Economic Forum) and seek to have at least one Lead Group member attend all important events; (l) Develop and update regularly communication material for Lead Group members which reflects the significance of Scaling Up Nutrition and the key principles of the SUN Movement that includes appropriate references to a) the gender dimensions of undernutrition and b) women's empowerment for improved nutrition outcomes; (m) Brief Lead Group members to help them be effective advocate; 	<ul style="list-style-type: none"> (k) A 1000-word inventory of high level advocacy is developed, at least bi-annually updated and shared via SUN website; (l) Key advocacy messages are prepared for Lead Group members and tailored to specific audiences as needed, at least every quarter; (m) Lead Group members are briefed in preparation for high-level advocacy opportunities in selected policy arenas;
	1.5. Foster greater understanding of the SUN Movement and its progress	<ul style="list-style-type: none"> (n) Establish the SUN Movement message platform; (o) Develop the 'position' of the SUN Movement; (p) Develop a suite of SUN Movement materials; (q) Maintain, expand and update SUN web-site; (r) Production of SUN Progress Report 2013; 	<ul style="list-style-type: none"> (n) Number of communication material such as presentations incorporating 'Tag-lines' and 'Elevator pitches' on unique contribution of SUN; (o) Number of short, accessible briefs on relevant topics such as costing, economic benefits of nutrition; (p) Communication material (e.g. video - story) about the SUN Movement ready for September 2013 event; (q) SUN website translated into French and Spanish; SUN website query/comment mechanism established; (r) SUN progress report written, translated and printed;

Outputs		Activities	Objectively Verifiable Indicators of OUTPUTS
<p>2. Outputs related to the SUN Countries</p>	<p>2.1. Support SUN Countries to ensure they have timely access to the technical expertise they need</p>	<p>(a) Make every effort to engage SUN Country Government Focal Points and their in-country supporting teams so that they share experiences with each other and work together to overcome constraints to progress by, among others, organising teleconferences and/or meetings linking the Country Network to members of the Lead Group and with the Networks;</p> <p>(b) Maintain a tracking system to ensure reliable and timely identification of constraints and gaps in scaling up nutrition based on joint report from the SUN multi-stakeholder platforms, update this information every two months, share it with all SUN Movement Networks and the Lead Group; follow up, with news of progress at six monthly intervals;</p> <p>(c) Prepare and disseminate SUN Country Briefs at regular intervals so that – when requests from SUN Countries are agreed by in-country platforms – country needs are made explicit to stakeholder networks, and track the country-level and global Network responses to these requests;</p> <p>(d) Engage SUN Country Government Focal Points in strategic discussions, including on mutual accountability, conflict of interest issues, validation of plans and data, and alignment of external support to national priorities;</p> <p>(e) Engage SUN Country Government Focal Points in any global consultations for updating the SUN Movement Strategy and evaluating progress;</p>	<p>(a) SUN Country Focal Points six-weekly teleconferences are arranged, minutes shared within two weeks and THE SECRETARIAT follow-up action executed within a month of each call; Teleconferences and/or meetings are organised at least once every year linking Country networks to members and at least once every four months linking the networks;</p> <p>(b) Milestones for the SUN Movement identified and agreed on by members of the Country Networks;</p> <p>(c) Country Briefs made available at six-weekly intervals to all stakeholders in the SUN Movement so as to enable aligned support behind country-led efforts and priorities;</p> <p>(d) Discussions with SUN Country Focal Points are held at least every six weeks;</p> <p>(e) SUN early progress reports are made in consultation with SUN Country Focal Points;</p>
	<p>2.2. Track progress in SUN Countries</p>	<p>(f) Track and inform countries on progress in line with four SUN processes;</p> <p>(g) Enable SUN Country Government Focal Points and representatives from the multi-stakeholder platforms to jointly develop and regularly update their Country Fiches to demonstrate their progress in Scaling Up Nutrition;</p> <p>(h) Organise the preparation of case-studies and in-depth documentation of best practices by linking SUN Countries with global members of the Movement and by facilitating the consultation process;</p> <p>(i) Ensure SUN Country Government Focal Points access to resources that enable them to develop and validate (i) plans and strategies for scaling up nutrition and estimates of requirements to implement them (including capacity</p>	<p>(f) Countries performance, per defined four SUN processed, is annually tracked and presented as a part of the common M&E/progress report;</p> <p>(g) Country fiches containing credible information are annually updated and, as part of progress report, disseminated among members of the SUN Movement, with other partners and with the general public (through the SUN website);</p>
Outputs		Activities	Objectively Verifiable Indicators of OUTPUTS

Outputs		Activities	Objectively Verifiable Indicators of OUTPUTS
2. <i>Outputs related to the SUN Countries</i>		development); (ii) systems for monitoring investments, activities and progress; (iii) data on processes underway, as well as outcomes and impact achieved; (j) Assure quality, consistency and credibility of joint reports coming from SUN Country Government Focal Points and representatives from the multi-stakeholder platforms;	(h) Country case studies are produced and published with agreement from country focal points and backing from stakeholders in the SUN Movement; (i) Country policies, strategies, plans and programmes are shared by SUN Countries and disseminated among members of the SUN Movement (in collaboration with SCN and other similar coordination groups), as well as with other partners and with the general public (through the SUN Movement website); (j) Within one month of it being received, review joint reports coming from SUN Country Government Focal Points and representatives from the multi-stakeholder platforms;
	2.3. Empower stakeholder advocacy and communication	(k) Establish advocacy and communications platform for SUN Movement stakeholders; (l) Provide targeted advocacy and communications support to multi-stakeholder platforms; (m) Re-position SUN ACT to become more inclusive of all supporters;	(k) Number of country support visits by the Secretariat to establish country needs and opportunities; number of thematic materials in support of in-country activities; (l) Number of advocacy messages on key areas produced and disseminated as needed; (m) SUN ACT meetings convened;

Outputs		Activities	Objectively Verifiable Indicators of Outputs
3. Outputs related to the SUN Movement Networks	3.1. Ensure that the four SUN stakeholder networks provide an optimal service when receiving and responding to requests identified by governments and other stakeholders within SUN Countries	<ul style="list-style-type: none"> (a) Ensure Terms of Reference, Governance Structures, Expected Results and Principles of Engagement are aligned to SUN Movement strategy across the Networks; (b) Organise and conduct meetings between Network facilitators to ensure that the services provided by Networks respond to country needs and that best practices are developed and shared within and between the Networks; (c) Participate in meetings of individual Networks to encourage ways in which they can respond to country needs in a fully transparent manner; (d) Report on SUN Country Focal Point meetings to the Networks and follow up to ensure that appropriate action is taken within the agreed time intervals; (e) Ensure effective operation of the SUN Movement website as a tool for advocacy, communications, and coordination among networks and Lead Group members; 	<ul style="list-style-type: none"> (a) Terms of Reference for all SUN Networks are agreed before mid-2013 and subject to annual review; Principles of governance and responsible engagement for all Networks endorsed by mid-2013 and subject to annual review; (b) Bi-monthly teleconferences between Network Facilitators organised and summary notes shared; (c) Documented (minutes of meetings) participation of the Secretariat in Network meetings; (d) Regular reports on SUN Country Focal Point meetings, as requested; (e) Number of hits and downloads of documents from website;
	3.2. Ensure that strategies and actions of SUN Networks are in synergy with the overall SUN Movement strategy, and that they are monitored, reviewed and updated regularly	<ul style="list-style-type: none"> (f) Organise meetings of Network facilitators and interactions with the stakeholder and country Networks; (g) Monitor responses of Networks to individual requests from SUN Countries, as well as to the individual results' frameworks developed by the countries; (h) Involve Networks in strategic discussions about the Movement and in the development of Network progress reports; 	<ul style="list-style-type: none"> (f) Progress report of stakeholder networks updated on an annual basis, as part of common M&E/progress report; (g) Country request and agreed response deadlines are communicated to Networks on regular basis; (h) Individual Network progress reports are collated, linked to each other and circulated to all members of SUN, as a part of annual common M&E/progress report;

Outputs		Activities	Objectively Verifiable Indicators of Outputs
3. Outputs related to the SUN Movement Networks	3.3. Support to the functioning of the SUN Multi-Partner Trust Fund	<ul style="list-style-type: none"> (i) Review proposals submitted by requesting entities for consistency with agreed SUN principles and MPTF criteria; (j) Assess and compile lessons learned from the programme and initiatives supported; (k) Develop and implement an effective knowledge management system linked to the SUN website; (l) Facilitate independent evaluations, as needed; (m) Broker potential involvement in the MPTF and successor arrangements from interested donors and implementing partners; 	<ul style="list-style-type: none"> (i) Recommendations on the feasibility of the proposals are provided to the MPTF; Management Committee, for each round (j) Lessons learned produced per year; (k) Reports (narrative and financial) prepared by the MPTF Office are available online; (l) Evaluation report is disseminated, as appropriate; (m) Briefing materials for the Lead Group on activities supported by the MPTF prepared on a bi-annual basis;
	3.4. Facilitate communication, learning and engagement across the Movement	<ul style="list-style-type: none"> (n) Establish mechanisms and materials to enhance cross-Network and cross-Movement communication, 'learning' and engagement; (o) Document and share lessons and best practices. 	<ul style="list-style-type: none"> (n) Regional advocacy and communication 'learning and sharing' workshop; Private online spaces established for each of the SUN networks (conditional to requests from networks); (o) Number of updates on the Secretariat activities (e.g. Doctor Dave's diary, costing, M&E etc.); Number of case studies of good practice from across the Movement shared widely.