2015 Annual Report
of the SUN Movement Multi-Partner Trust Fund

Report of the Technical Secretariat and Administrative Agent of
the Scaling-Up Nutrition (SUN) Multi-Partner Trust Fund (MPTF)
for the period 1 January – 31 December 2015

Scaling Up Nutrition Movement Secretariat
www.scalingupnutrition.org
Multi-Partner Trust Fund Office
Bureau of Management
United Nations Development Programme
http://mptf.undp.org
PARTICIPATING ORGANIZATIONS

- UN Office for Project Services
- World Food Programme
- World Health Organization
- United Nations Children’s Fund

CONTRIBUTORS

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- IRISH AID
- SWISS AGENCY FOR DEVELOPMENT & COOPERATION

Acknowledgements

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CONSOLIDATED ANNUAL FINANCIAL REPORT OF THE ADMINISTRATIVE AGENT OF THE SUN MOVEMENT FUND FOR THE PERIOD 1 JANUARY TO 31 DECEMBER 2015 .................................................................................................................. 136
List of acronyms

CIFF: Children's Investment Fund Foundation
CRF: Common results framework
CSA: Civil Society Alliances
CSANN: Civil Society Alliances on Nutrition in Nepal
CSN: Civil Society Network
CSP: Civil Society platform
CSOs: Civil Society Organisations
CSONA: Malawi’s Civil Society Organisation Nutrition Alliance
DCBs: District Coordinating Bodies
DFID: UK Department for International Development
HaNSL: Health and Nutrition Sierra Leone Civil Society Platform
ICN2: Second International Conference on Nutrition
ICE: Independent Comprehensive Evaluation of the SUN Movement
IDI: Iniciativa Contra la Desnutrición Infantil
INCOPAS: Instancia de Consulta y Participación Social - Consultation and social participation instance
INGOs: International Non-Governmental Organization
LGA: Local Government Authority
M&E: Monitoring and Evaluation
MCLCP: Roundtable for Poverty Reduction
MoU: Memorandum of understanding
MPTF: Multi-Partner Trust Fund
MSNP: Multi Sector Nutrition Plan
MSP: Multi Stakeholder Platform
NGO: Non-Governmental Organization
NNFSS: Nepal Nutrition and Food Security Secretariat
NPC: National Planning Commission (Nepal)
OMAES : Oeuvre Malienne d’Aide à l’Enfance du Sahel
PAMRDC: Multi-sectoral Action Plan to reduce Chronic Undernutrition
PDR: People’s Democratic Republic (Lao)
PUNO: Participating UN Organization
SDC: Swiss Agency for Development and Cooperation
SUN: Scaling Up Nutrition
SUN PF: Scaling Up Nutrition People’s Forum’
SUN CSN Secretariat: Secretariat of the SUN Civil Society Network
TdH: Terre des Hommes
ToRs: Terms of Reference
TUN: Tous Unis en faveur de la Nutrition (Niger)
UCCO-SUN: Uganda Civil Society Coalition on Scaling Up Nutrition
UN: United Nations
UNDP: United Nations Development Program
UNICEF: United Nations Children’s Fund
UNOPS: United Nations Office for Project Services
WHA: World Health Assembly
WFP: World Food Programme
WHO: World Health Organization
ZCSOSUNA: Zimbabwe Civil Society Organizations SUN Alliance
Executive summary

The Scaling Up Nutrition (SUN) Movement Multi-Partner Trust Fund (MPTF) was established in March 2012 and was intended to provide catalytic grants for the development and implementation of actions for scaling up nutrition. It was a fund open to governments, United Nations (UN) agencies, civil society groups, other SUN partners and support organizations, however the vast majority of funds have been allocated to support civil society participation and catalytic actions for scaling up nutrition.

This annual report of the SUN Movement MPTF is developed to take stock and discuss progress, achievements and lessons learned in projects that received support through the MPTF. It covers the period from January 1 to December 31, 2015 and builds upon the previous years’ report (2014 Annual Report of the SUN Movement MPTF) and all knowledge available especially on in-country civil society efforts. It also draws upon the final report of the Independent Evaluation of the SUN Movement MPTF released in April 2016 (here).

As of December 2015 the Management Committee of the SUN Movement MPTF allocated a total of USD 9,867,494 (approximately 97.5% of the total deposits) to the three Windows which compose the MPTF:

- **Window I - Support for initial SUN actions at country level**: USD 642,000 for a project to develop a learning and sharing programme across stakeholders of the SUN Movement and USD 320,000 for a project to address gaps on multi-sectoral costing and financial tracking for nutrition.

- **Window II - Catalytic programmes for countries**: USD 7,606,115 for 24 projects to support in-country civil society participation and actions for scaling up nutrition and USD 1,036,055 to support the costs of the Secretariat of the SUN Civil Society Network (CSN).

- **Window III - Support for global SUN strategic efforts**: USD 60,000 for one project to develop the Monitoring and Evaluation (M&E) Framework of the SUN Movement and USD 203,424 for the Independent Evaluation of the SUN Movement MPTF.

As of December 2015 USD 152,574 (1.5% of total deposits) were available for commitment.

Window I has been activated to finance the development of a pilot programme to improve sharing and learning initiatives between national SUN multi-stakeholder platforms for scaling up nutrition. The programme combined both face-to-face and web-based learning activities within a capacity building environment known as a “Learning Route”. Two learning routes were organized in the course of 2014. The first one was hosted by the Government of Senegal from May 26 to June 1, 2014: Peru, Benin, Burundi, Niger, Ghana, Guinea and Sierra Leone joined the route. The second took place from September 8 – 14, 2014, with the Government of Peru hosting teams coming
from Guatemala, Tanzania, Sri Lanka, Lao People's Democratic Republic (PDR), Senegal and Madagascar. In total, 40 participants from 14 SUN Countries joined the pilot programme. The Management Committee also approved another project against Window I in support to the SUN Movement Community of Practice on Planning, Costing, Implementing and Financing Multi-sectoral Actions for Improved Nutrition. This project aimed at supporting (through a series of regional workshops) SUN Countries to highlight historical trends of domestic resources invested in nutrition [see Chapter 3].

By the end of December 2015 Window II was providing financial support to civil society actors in 24 SUN Countries across Africa, Asia and Latin America. Support has also been granted through this window to the CSN Secretariat. With the support provided by the SUN Movement MPTF, the analysis conducted in the evaluation of the SUN Movement MPTF concluded that “The projects funded through the MPTF have made major contributions towards the Strategic Objectives of the SUN Movement. National Civil Society Alliances (CSAs) and the global SUN Civil Society Network have helped to raise awareness of the importance of addressing malnutrition and increase political commitments to scale up actions. Some have also contributed to multi-sectoral policies and plans and are increasingly promoting implementation at sub-national levels. CSAs are contributing to sustained commitments and actions to address malnutrition across political cycles (e.g. by promoting nutrition champions amongst parliamentarians and advocating for commitments to be enshrined in national constitutions and legislation)” [see Chapter 4].

Window III has been used to develop the SUN Movement M&E framework for measuring the progress and effectiveness of the SUN Movement over the period 2013-2015. In 2015 the Management Committee approved a project against Window III for the Independent Evaluation of the SUN Movement MPTF [see Chapter 5].

The SUN Movement Secretariat supports the management of the SUN Movement MPTF and during the course of 2015 has built upon the recommendations of the 2014 Annual Report of the SUN Movement MPTF for improving the administration of the fund. This report provides an update on the status of these challenges and opportunities [see Chapter 6].

An independent evaluation of the SUN Movement MPTF took place between September 2015 and April 2016 and assessed the value-added of the fund and the best course of action for the future, by looking at alternative pooled fund arrangements and if these may or may not be fit for the purpose for the second phase of the SUN Movement 2016 - 2020 [see Chapter 7].

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Introduction

In March 2012 the SUN Movement Multi-Partner Trust Fund (SUN Movement MPTF) was established by the Participating UN Organizations (PUNOs)² and donors³. The SUN Movement MPTF is designed to ensure that catalytic grants reach governments, UN agencies, civil society groups, other SUN partners and support organizations for the development and implementation of actions for scaling up nutrition within the parameters of the SUN Movement’s Strategy and Road Map (2012 – 2015). It is not designed to be a vertical nutrition fund for large scale investments in food and nutrition security, nor to replace existing funding pathways at country level. It is a fund to be used for catalytic actions to enable, initiate or develop SUN Movement activity at country or regional level, and provide appropriate global-level support, when other funding is not available. Following decision by the Management Committee at their November 2014 meeting (here) the end date of the SUN Movement MPTF was extended until December 2016 to allow completion of on-going projects.

The SUN Movement MPTF has three funding Windows:

- **Support for initial SUN actions at country level (Window I)**: Facilitate initial actions with SUN Countries for which financial support is not available – including support for the strengthening of multi-stakeholder platforms, stock-taking of nutrition specific and nutrition sensitive activities, or SUN launches that provide opportunities for sharing experiences amongst key stakeholders in national regional and global SUN meetings.

- **Catalytic programmes for countries (Window II)**: Fund SUN Movement partners’ participation in SUN country plans.

- **Support for global SUN strategic efforts (Window III)**: Fund other initiatives, including the development and outsourcing of strategic pieces of work, such as on resource mobilization and transfer strategies, communications work, triangulation and validation of progress indicators.

Since 2012 donors have contributed to the SUN Movement MPTF with a total deposit of USD 10,121,384⁴. As of December 2015 the SUN Movement MPTF has disbursed USD 9,867,594 for 29 approved projects. This corresponds to approximately 97.5% of the total deposits. Window I (USD 962,000) has been utilised to support a pilot project led by PROCASUR to improve sharing and learning initiatives between national SUN multi-stakeholder platforms and a project to support SUN Countries to highlight historical trends of domestic resources invested in nutrition. Window II (USD 7,606,115) is providing financial support to civil society actors in 24 countries⁵ across Africa, Asia and Latin America. Grants to each civil society group range between USD 200,000 and USD 535,000 and cover project cycles of 18 to 33 months. Support has also been granted to the SUN CSN’s Secretariat through Window II (USD 1,036,055). Window III (USD 263,424) has been used to support the development of the SUN Movement M&E framework and to support the Independent Evaluation of the SUN Movement MPTF.

As of December 2015 USD 152,574 (1.5% of total deposits) were available for allocation. At their meeting in May 2015 the Management Committee requested the SUN Movement Secretariat to explore options for the use of the uncommitted balance. Three options have then been presented to the Management Committee at the meeting in February 2016. These were: 1) Call for proposals for CSAs projects – Window II; 2) Accelerating fundraising capacity of national SUN CSAs – Window II; and 3) CSN Secretariat support – Window II. The Management Committee agreed to allocate the balance available in the SUN Movement MPTF to further support the CSN Secretariat until December 2016.

This report covers progress, achievements and challenges across the SUN Movement MPTF Windows for the period 1 January to 31 December 2015. The governance arrangements of the SUN Movement MPTF are the same as 2014 and will be presented followed by a summary of the key decisions by the SUN Movement MPTF.

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1. WFP, UNOPS, WHO. UNICEF joined later
2. DFID, IrishAid, SDC
3. This includes USD 10,041,082 in contributions and USD 31,659 as interest and investment income from fund
Management Committee during the course of 2015. A presentation of progress for the projects funded under each Window is presented. A more in-depth analysis of the achievements, challenges and major lessons learned of Window II projects is included. Chapter 6 will provide an update on the status of the challenges with the operation of the SUN Movement MPTF identified in the previous Annual Progress Reports. Chapter 7 summaries the main findings, conclusions and recommendations of the Independent Evaluation of the SUN Movement MPTF. The 2015 Annual Financial Report of the SUN Movement MPTF as prepared by the Administrative Agent (MPTF Office) is included as well.

Previous years’ annual reports of the SUN Movement MPTF as well as foundation documents and summary notes from meetings of the Management Committee can be found on the SUN Movement website (here) and on the MPTF Office GATEWAY. All projects documents including submitted quarterly and annual reports are uploaded by the MPTF Office on the GATEWAY.

The below chart is aimed at providing an overview of allocations against the different Windows and the expected uncommitted balance as of December 31, 2015.

<table>
<thead>
<tr>
<th>Total deposits by Donors (DFID, SDC, Irish Aid) + Interest and Investment Income from Fund</th>
<th>WINDOWS ALLOCATIONS as of 31/12/2015</th>
<th>Administrative Agent Fee+Bank Charges</th>
<th>UNCOMMITTED BALANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>$10,121,384</td>
<td>$962,000</td>
<td>$7,606,115</td>
<td>$1,036,055</td>
</tr>
<tr>
<td>$8,642,170</td>
<td>$8,642,170</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PERCENTAGE AGAINST TOTAL DEPOSITS</td>
<td>9.50%</td>
<td>75.15%</td>
<td>10.24%</td>
</tr>
</tbody>
</table>
Chapter 1: SUN Movement MPTF governance arrangements

The Management Committee

The Management Committee of the SUN Movement MPTF is the body that takes decisions on fund allocations, based on funding availability, criteria determined by the overall strategic direction set by the SUN Lead Group and the technical supervision of the evaluation of the SUN Movement Secretariat. Members of the Management Committee include:

- Coordinator of the SUN Movement (Chair)
- PUNOs in the SUN Movement MPTF
- Contributing Donors supporting the SUN Movement MPTF
- The Administrative Agent as ex officio member (UNDP MPTF Office)
- The SUN Movement Secretariat as an ex-officio member

Observers:

- Other organizations and entities involved in the SUN Movement may be invited by the Management Committee to join Committees such as the SUN Network Facilitators (i.e. UN, Business, Civil Society, Donors and Country Network)
- Delegated officials from the SUN Lead Group

SUN Movement Secretariat

The SUN Movement Secretariat supports the Management Committee as its Technical Secretariat in developing guidelines for the preparation and submission of proposals for approval by the Management Committee; in reviewing proposals submitted by requesting entities for consistency with agreed SUN Movement principles and MPTF criteria; in transmitting proposals to the Management Committee for their review and potential approval; and in assessing and compiling lessons-learned from the programme and initiatives supported. The SUN Movement Secretariat is also responsible for developing and implementing an effective knowledge management system and facilitating independent programme/project evaluations, as needed. It is also its responsibility to ensure that policies and strategies decided by the SUN Lead Group are implemented and adhered to. The SUN Movement Secretariat does not charge an administration fee for its role as Technical Secretariat and rely on its regular staff.

Administrative Agent

The Multi-Partner Trust Fund Office (MPTF Office) of the United Nations Development Programme (UNDP) serves as the Administrative Agent of the SUN Movement MPTF. The Administrative Agent concluded a Memorandum of Understanding (MoU) with a total of four UN Organizations involved in the SUN Movement MPTF, namely: United Nations Children’s Fund (UNICEF), United Nations Office for Project Services (UNOPS), World Food Programme (WFP) and World Health Organisation (WHO).

Participating Organizations have appointed the UNDP MPTF Office to serve as the Administrative Agent for the SUN Movement MPTF. The MPTF Office is responsible for a range of fund management services, including: (a) receipt, administration and management of contributions; (b) transfer of funds approved by the Management Committee to Participating Organizations; (c) reporting on the source and use of contributions received; (d) synthesis and consolidation of the individual financial progress reports submitted by each Participating Organization for submission to contributors through the Management Committee; and (e) ensuring transparency and accountability of SUN Movement MPTF operations by making available a wide range of SUN Movement MPTF operational information on the MPTF Office GATEWAY.

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6 No changes compared to Chapter 1 of the 2014 Annual Report of the SUN Movement MPTF
7 UNOPS, WFP, WHO, UNICEF
8 DFID, IrishAid, SDC
Participating UN Organizations

PUNOs that have signed the Fund’s MoU with the MPTF Office assume full programmatic and financial accountability for funds transferred to them. Their responsibilities include: preparing and submitting proposals; supervising and overseeing projects financed by the SUN Movement MPTF and providing periodic narrative and financial reporting, in accordance with provisions of the MoU and decisions of the Management Committee.

As of December 2014, WFP was acting as the PUNO for 14 projects funded against Window II (CSAs in Bangladesh, Burundi, Ghana, Madagascar, Malawi, Mali, Mozambique, Nepal, Niger, Peru, Rwanda, Senegal, Sri Lanka and Zimbabwe). UNOPS had agreed to support three projects from Window II (CSAs in Laos PDR, Myanmar, the SUN CSN and the Independent Evaluation of the SUN Movement MPTF) as well as a ‘Learning Route’ pilot project funded from Window I and the SUN Movement M&E Baseline Report from Window III. WHO agreed to act as the PUNO for CSAs in El Salvador, Guatemala and Uganda. UNICEF supported implementation of five SUN Movement MPTF Window II projects (CSAs in Guinea, Kenya, the Kyrgyz Republic, Nigeria and Sierra Leone and the project against Window I to support the Community of Practice One on Planning, Costing, Implementing and Financing Multi-sectoral Actions for Improved Nutrition).

All allocations for projects include a 7% administration fee for the PUNO, which channels the funds to the implementing partner. With the 1% fee charged by the MPTF Office and the 7% by the PUNOs, 8% of the total funds is spent on administrative costs.

The SUN Civil Society Network Secretariat (SUN CSN)

At the global level, the SUN CSN was established to support the formation and evolution of CSAs in SUN countries, as well as facilitate communication and coordination across SUN CSAs, and with the broader SUN Movement. The Network is chaired by Milo Stanojevich, CARE Peru and has a small elected Steering Group. The SUN CSN was inaugurated at a meeting that took place on June 11, 2013, during which civil society representatives signed a declaration of commitment to support the aims of the SUN Movement. Through SUN Movement MPTF Window II support, the CSN Secretariat has recruited a full time Network Manager and Country Support Coordinator. The CSN Secretariat is currently hosted and chaired by Save the Children, in the United Kingdom. Hosting and chairing roles rotate every two years.

The primary purpose of the SUN CSN is to encourage the alignment of civil society organizations’ (CSO) strategies, programmes and resources with country plans for scaling-up nutrition. The SUN CSN aims to achieve this through strengthening the support available for and capacity of national CSAs.
Chapter 2: SUN Movement MPTF Management Committee – 2015 Decisions

The SUN Movement MPTF Management Committee met twice in 2015 (via teleconference). The first meeting took place on January 13, 2015 and key decisions included:

- The approval by the Management Committee of two project proposals: “Mobilizing Civil Societies to Scale Up Nutrition in Nigeria” against Window II and “Addressing gaps on multisectoral costing and financial tracking for nutrition” through the Community of Practice 1 on Planning, Costing, Implementing and Financing Multi-Sectoral Actions for Improved Nutrition against Window I.

The second meeting of the SUN Movement Management Committee took place on May 28, 2015. The key decisions taken comprised the following:

- The Management Committee approved the Terms of Reference (ToRs) of the evaluation of the SUN Movement MPTF. The Management Committee appointed a Steering Group to oversee the evaluation chaired by the Coordinator of the SUN Movement and consisting of representatives from the current SUN Movement MPTF donors, the facilitator of the SUN Donor Network, one representative from the Steering Group of the SUN CSN and one representative from the PUNOs (WFP). The SUN Movement Secretariat was requested by the Management Committee to work with UNOPS on the recruitment of the evaluation team.

- The Management Committee approved the proposal for budget increase and project extension to the SUN CSN Secretariat against Grant 2 - Window II.

- The Management Committee requested to receive a more precise overview of current funding situation and critical financial gaps to CSAs. The Secretariat of the SUN Movement was asked to work with the Secretariat of the CSN and PUNOs to report back to the Management Committee with these elements.

- The Management Committee requested the Secretariat of the SUN Movement to explore options for the use of the uncommitted balance to be presented to the Management Committee for consideration.

The table on the next page presents an overview of all MPTF funded projects against Window I, II and III at the end of December 2015. The report covers all these projects against the three Windows. As of December 2015, 23 projects requested no-cost extension to 2016.

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9 Summary notes of the SUN Movement MPTF meetings can be found on the SUN Movement website (here) and on the MPTF Office GATEWAY (here)
## Overview of SUN Movement MPTF Grants as of December 31, 2015

<table>
<thead>
<tr>
<th>SUN MPTF WINDOW</th>
<th>Country</th>
<th>Title of proposal</th>
<th>Implementing Partner</th>
<th>Partner UN Organization</th>
<th>Total Budget Approved (USD)</th>
<th>Date Approved by SUN Movement Management Committee</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>ONE</td>
<td>MULTI</td>
<td>Strengthening the Capacity of SUN Countries to Scale Up Nutrition through Learning Routes</td>
<td>PROCASUR Corp</td>
<td>UNOPS</td>
<td>$642,000</td>
<td>24 November 2013</td>
<td>closed</td>
</tr>
<tr>
<td></td>
<td>MULTI</td>
<td>Addressing gaps on multi-sectoral costing and financial tracking for nutrition</td>
<td>UNICEF regional offices</td>
<td>UNICEF HQ</td>
<td>$320,000</td>
<td>13th January 2015</td>
<td>30-May-16</td>
</tr>
<tr>
<td>TWO (CSAs)</td>
<td>Bangladesh</td>
<td>Scaling up Nutrition by Civil Society</td>
<td>CSAs for SUN BD</td>
<td>WFP</td>
<td>$535,000</td>
<td>28 August 2012</td>
<td>closed</td>
</tr>
<tr>
<td></td>
<td>Malawi</td>
<td>Strengthening the role of Civil Society in Scaling-up nutrition</td>
<td>Concern Worldwide</td>
<td>WFP</td>
<td>$428,000</td>
<td>28 August 2012</td>
<td>31-Dec-16</td>
</tr>
<tr>
<td></td>
<td>Mozambique</td>
<td>Advocacy for Scaling Up Nutrition</td>
<td>ANSA</td>
<td>WFP</td>
<td>$428,000</td>
<td>28 August 2012</td>
<td>closed</td>
</tr>
<tr>
<td></td>
<td>Nepal</td>
<td>Engaging CSOs in advocating and sustaining political will for government action for scaling up nutrition</td>
<td>Save the Children</td>
<td>WFP</td>
<td>$428,000</td>
<td>28 August 2012</td>
<td>31-Mar-16</td>
</tr>
<tr>
<td></td>
<td>Niger</td>
<td>Raising awareness to scale up Nutrition</td>
<td>FORSANI</td>
<td>WFP</td>
<td>$428,000</td>
<td>28 August 2012</td>
<td>30-Sep-16</td>
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<tr>
<td></td>
<td>Ghana</td>
<td>Formation of Coalition of CSOs to support Scale up Nutrition</td>
<td>Ghana Alliance Against Hunger and Malnutrition</td>
<td>WFP</td>
<td>$374,500</td>
<td>12 December 2012</td>
<td>closed</td>
</tr>
<tr>
<td>Country</td>
<td>Initiative</td>
<td>Partner</td>
<td>WFP</td>
<td>Amount</td>
<td>Date Start</td>
<td>Date End</td>
<td></td>
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<tr>
<td>-----------</td>
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</tr>
<tr>
<td>Mali</td>
<td>Mobilizing the Civil Society In Support of the SUN Movement</td>
<td>Oeuvre Malienne d’Aide à l’Enfance du Sahel – (OMAES)</td>
<td>WFP</td>
<td>$374,500</td>
<td>12 December 2012</td>
<td>closed</td>
<td></td>
</tr>
<tr>
<td>Peru</td>
<td>Acción Concertada por la Nutricion Infantil</td>
<td>CARE</td>
<td>WFP</td>
<td>$278,200</td>
<td>24 November 2013</td>
<td>29-Feb-16</td>
<td></td>
</tr>
<tr>
<td>Madagascar</td>
<td>Hina, Platefome de la Société Civile SUN a Madagascar</td>
<td>ACF</td>
<td>WFP</td>
<td>$299,600</td>
<td>24 November 2013</td>
<td>31-Dec-16</td>
<td></td>
</tr>
<tr>
<td>Sri Lanka</td>
<td>Formation of CSAs (CSA) that supports to make Sri Lanka a nourished nation</td>
<td>Save the Children</td>
<td>WFP</td>
<td>$235,400</td>
<td>24 November 2013</td>
<td>30-Jun-16</td>
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<tr>
<td>Zimbabwe</td>
<td>Supporting Civil Society in Realising SUN Objectives and Commitments</td>
<td>Progressio UK</td>
<td>WFP</td>
<td>$256,800</td>
<td>24 November 2013</td>
<td>30-Jun-16</td>
<td></td>
</tr>
<tr>
<td>Senegal</td>
<td>Projet d’appui à la bonne gouvernance des secteurs de la nutrition et de sécurité alimentaire au Sénégal et suivi des engagements SUN</td>
<td>Eau-Vie-Environnement on behalf of Comité d’Initiative Plateform Société Civile</td>
<td>WFP</td>
<td>$212,963</td>
<td>14 March 2014</td>
<td>30-May-16</td>
<td></td>
</tr>
<tr>
<td>Rwanda</td>
<td>Establishing Coordinated Rwandan Civil Society Engagement in Scaling Up Nutrition</td>
<td>Catholic Relief Services and Society for Family Health</td>
<td>WFP</td>
<td>$240,750</td>
<td>14 March 2014</td>
<td>closed</td>
<td></td>
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<tr>
<td>Burundi</td>
<td>Strengthening Civil Society’s Role in Scaling Up Nutrition in Burundi</td>
<td>World Vision International</td>
<td>WFP</td>
<td>$209,059</td>
<td>14 March 2014</td>
<td>31-Jan-16</td>
<td></td>
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<tr>
<td>Guatemala</td>
<td>Fostering Civil Society Action and Inspiring Changes to Implement the 1,000 Days Strategy</td>
<td>Save the Children Guatemala</td>
<td>WHO</td>
<td>$428,000</td>
<td>28 August 2012</td>
<td>31-Dec-16</td>
<td></td>
</tr>
<tr>
<td>Country</td>
<td>Project Description</td>
<td>Implementing Organization(s)</td>
<td>Funding Agency</td>
<td>Amount</td>
<td>Start Date</td>
<td>End Date</td>
<td></td>
</tr>
<tr>
<td>---------------</td>
<td>--------------------------------------------------------------------------------------</td>
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<td>WHO</td>
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<td>28 August 2012</td>
<td>30-Jun-16</td>
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<td>Focus 1000 and Helen Keller International</td>
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<td>30-Jun-16</td>
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<td>Association of Public Health Physicians of Nigeria</td>
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<td>13th January 2015</td>
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Chapter 3: Achievements of SUN Movement MPTF Window I – Support for initial actions within SUN Countries

Strengthening the Capacity of SUN Countries to Scale Up Nutrition through Learning Routes

In 2013 the SUN Movement MPTF Management Committee agreed for the SUN Movement Secretariat to partner with the PROCASUR Corporation\(^\text{10}\) to develop a pilot programme to improve sharing and learning initiatives between national SUN multi-stakeholder platforms for scaling up nutrition\(^\text{11}\). The pilot programme was conceptualised to enable lesson learning, advanced knowledge management and the efficient dissemination of information. At its meeting in November 2013 the Management Committee awarded to this project a total of USD 642,000 (including 7% indirect cost recovery) for a 12 month implementation period (February 2014 to February 2015).

The programme combined both face-to-face and web-based learning activities within a capacity building environment known as a “Learning Route”. Two learning routes were organized in the course of 2014. The first Learning Route was held from May 26 to June 1, 2014 when the Government of Senegal hosted Peru, Benin, Burundi, Niger, Ghana, Guinea and Sierra Leone. From the seven countries represented in Senegal 20 participants attended the programme including SUN Government Focal Points, government officials, six CSOs representatives and one REACH facilitator.

The second Learning Route was held from September 8-14, 2014, with the Government of Peru hosting teams coming from Guatemala, Tanzania, Sri Lanka, Lao PDR, Senegal and Madagascar. A total of 20 representatives from the seven SUN Countries, including SUN Government Focal Points, government officials as well as members of the civil society and the private sector who contribute to national multi-stakeholder platforms to scale up nutrition, participated in this Route. Altogether, 40 participants from 14 SUN Countries joined the pilot programme. Two staff of the Secretariat participated in each Learning Route. More information about these two Learning Routes is available on the SUN Movement website (here).

The learning exchange focused on a set of inter-related Thematic Areas that participating SUN Countries themselves had identified and proposed:

- **Institutional Coordination** inter-sectoral and inter-governmental coordination, and articulation between the State and the Civil Society, to concert the design and implementation of social policies and programmes to fight chronic child malnutrition.

- **Decentralised Approach to Nutrition** including operational strategies to involve regional and local government authorities and their communities in the planning, execution and monitoring of nutrition-oriented interventions with territorial focus.

- **Financial Management and Fund-Raising Mechanisms** giving special attention to performance-based budgeting and incentive funds to increase effectiveness of social programmes.

- **Communication Strategies** to promote the change of population’s behaviour towards a better nutritional status.

Following the Learning Routes, common lessons learned and home taken messages were highlighted by participating SUN Countries. The key lessons learnt are:

- The eradication of malnutrition in all its forms should be turn into state policy;

- A high-level anchorage by the governmental body in charge of the coordination of nutrition-related issues and policies is of great impact in facilitating the collaboration among the various stakeholders and sectors;

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\(^{10}\) Procasur Corporation is a global organization specialized in harvesting and scaling-up homegrown innovations. The organization’s mission is to foster local knowledge exchange to end rural poverty. More information can be found here

\(^{11}\) For more information on the preparatory phase of the project proposal please refer to the 2013 Annual Report of the SUN Movement MPTF
• The presence of a national legal framework, consistent with inter-governmental and inter-sectoral social policies is critical;

• Strengthened multi-sectoral and intergovernmental coordination among government, civil society, the private sector and donors, better encourages alignment by all partners behind a common results framework (CRF);

• The sustainable implementation of nutrition interventions has a greater chance of succeeding if they are led and owned by local communities;

• Effective financial management is key to mobilize resources.

One of the main outputs of the Learning Routes was the creation and implementation of an “Action Plan” that is based on the main learnings the country teams wish to institutionalize within their in-country multi-stakeholder platforms. 14 Action Plans were developed by participating SUN Countries in the months following the Learning Routes. The Action Plans were uploaded on the SUN Movement website in April 2015.

While each Action Plan reflects the complex environments of each participating country, recurrent similarities have been identified. These include:

• **Increase coordination among national multi-sectoral platforms** by identifying roles and responsibilities of the actors involved and their contribution towards reaching collective goals;

• **Enhance skills and strategies to strengthen advocacy with national, regional and local government authorities** in order to place nutrition as a priority on the public agenda. This also involves ensuring that nutrition is integrated into broader plans for national development and the identification of nutrition commitments and expenditures by government;

• **Improve technical and managerial skills of government staff** at all levels to implement nutrition-oriented programmes in order to ensure that policies and programmes designed at central level can be effectively implemented at local and territorial level.

The Learning Routes were appreciated by all 14 participating SUN Countries. Immediate feedback from the project’s participants indicate that further visits could be beneficial to countries. In particular, the learning route model could serve as a powerful tool in advancing efforts to share good practices as part of the four emerging SUN Movement Communities of Practice. However, at this moment, it is too soon to suggest that the pilot project is immediately duplicated in its current form. In regards to this, PROCASUR has requested a no-cost extension in the use of funds until April 2015 to allow more time to evaluate the progresses of the Action Plans and to overall assess the program’s outcomes.

**Addressing gaps on multi-sectoral costing and financial tracking for nutrition**

At the November 2014 meeting of the SUN MPTF Management Committee it was agreed to activate MPTF Window I to channel support to countries through the four emerging SUN Movement Communities of Practice. A proposal to support the Community of Practice One on Planning, Costing, Implementing and Financing Multi-sectoral Actions for Improved Nutrition was submitted to the Management Committee in December 2014 and was approved at their meeting in January 2015 with an award of USD 320,000 (including 7% indirect cost recovery) for an implementation period of 6 months (August 2015) with UNICEF acting as the PUNO. A no cost budget extension was signed on July 29, 2015 because of the need to reschedule an Asia workshop in 2016, due to the UNICEF South East Asia office involvement in the Nepal earthquake response.

The SUN Movement MPTF funds covered the costs of five workshops which took place in April 2015 to support countries to highlight historical trends of domestic resources invested in nutrition and to identify if there have been changes. The overall process was co-funded with resources held by the SUN Movement Secretariat.
Prior to the MPTF funded workshops, working with an external consultant, the SUN Movement Secretariat proposed a 3-Step Approach to the Community of Practice for consideration as the most practical way for countries to track trends on budget allocations. This approach is designed for countries to look at changes in the budget allocations (and actual expenditures where possible) over time: it does not offer direct comparability of data across countries. The 3-Step Approach was first tested with Costa Rica and the findings were presented at the 2014 SUN Movement Global Gathering in November. To ensure transparency and replicability, all steps taken were documented in detail, and specific data sources were provided.

In January 2015, the SUN Movement Secretariat issued a “call for expressions of interest” inviting countries in the SUN Movement to accelerate their efforts at reporting on nutrition-relevant budget allocations. Countries that responded to the Call for Interest started the data gathering process. They carried out Step One by identifying potential budget allocations relevant to nutrition. 30 countries responded to the Call for Interest, of which 16 carried out the data gathering exercise by themselves, 10 were supported by the Institute of Development Studies (IDS), two were supported by Results 4 Development (R4D) and two had the support of the USAID-funded SPRING project.

Four regional budget analysis workshops were organised in April 2015. The Asia workshop was held in Thailand, the English speaking African countries met in Uganda, French speaking countries convened in Côte d’Ivoire and Latin American countries met in Guatemala.

The workshops had both a technical and a political purpose. From a technical perspective, the workshops served to recognise the work done by SUN Countries during the data gathering phase and to further advance on the 3-Step Approach. From a political perspective, the workshops were a powerful tool to build consensus through a collaborative effort and to introduce the exercise to Parliamentarians and representatives from media and civil society. In total, government representatives from 32 countries (including two observing countries) participated in the workshops. In addition, multiple stakeholder groups including the United Nations, Civil Society, Private sector and Donor organizations participated.

From a review of the literature, the feedback from participants and information provided by key informants, the major achievements of the workshops are identified below:

• Enabled 30 countries to advance in their tracking of budget allocations and publically communicate preliminary data from 30 countries on their multi-sectoral budget allocations for nutrition, presented in Global Nutrition Report (GNR 2015) (see Chapter 5, pp60 & 61 and Appendices A3.1 & 3.20);

• Lessons learnt from the application of the 3 step approach in order to develop it further as a technical tool (e.g. build on existing national systems and capacities);

• Built consensus between countries about the importance of budget analysis and the approach to take;

• Highlighted the importance of involving parliamentarians, the media and civil society in promoting tracking of budget allocations and expenditures;

• Further highlighted the inadequacy of public allocations and spending on nutrition specific and sensitive actions and more cost-effective spending of existing funds;

• Demonstrated how the tracking of budget allocations is one key component of wider efforts to improve planning and track financial resources.
Chapter 4: Achievements of SUN Movement MPTF Window II – Support for civil society mobilization in SUN Countries

Main lead author: SUN CSN coordinator

“Civil society has an absolutely pivotal role to play in the next phase of SUN – and in ending stunting and malnutrition. Their coordinated advocacy is helping to shape governments’ policies, programmes and plans.

“In order to build on investments to date and sustain its work, civil society needs funding to ensure that joint efforts are long-lasting and to ensure progress is accelerated, leaving no one behind as a Movement and scaling up nutrition efforts across SUN countries and beyond.”

Tom Arnold, SUN Movement Coordinator a.i.

In this chapter the Secretariat of the SUN Civil Society Network (SUN CSN Secretariat) describes the progress, achievements and lessons learned in SUN Movement MPTF Window II projects that receive support in order to mobilize civil society contributions to the goals of the SUN Movement. The progress reported and the analysis conducted in this chapter for MPTF Window II is compiled from knowledge of the SUN Civil Society Network on Civil Society efforts in SUN Countries of the Window II MPTF projects currently being implemented. It also builds upon the extensive analysis conducted by the independent evaluation of the SUN Movement MPTF.

The report of the independent evaluation of the SUN Movement MPTF highlights numerous civil society efforts. Throughout this chapter, the authors have provided extracts from the evaluation report and annexes as one of the means of evidencing progress. Annex II to this report provides a brief analyses of the 24 CSAs co-funded by the SUN Movement MPTF.

This report does not go into the detailed analysis done as part of the independent evaluation of the MPTF and it is recommended to any reader to read the full report and annex 9 of the above mentioned report (also attached to this report as Annex 2). However, throughout this report, the authors have provided extracts from the MPTF evaluation report as one of the means of evidencing progress. A few highlights from the report are presented below:

“The projects funded through the MPTF have made major contributions towards the Strategic Objectives of the SUN Movement. National Civil Society Alliances (CSAs) and the global SUN Civil Society Network (CSN) have helped to raise awareness of the importance of addressing malnutrition and increase political commitments to scale up actions. Some have also contributed to multi-sectoral policies and plans and are increasingly promoting implementation at sub-national levels. CSAs are contributing to sustained commitments and actions to address malnutrition across political cycles (e.g. by promoting nutrition champions amongst parliamentarians and advocating for commitments to be enshrined in national constitutions and legislation).”

“The global CSN has been highly successful in stimulating the establishment and strengthening of national CSAs and facilitating the sharing of learning. The global CSN also ensures that there is a strong civil society voice within and outside of the SUN Movement at global level. Without the CSN, and in particular the dedicated work of the CSN Secretariat, the achievements of CSAs would have been much more limited.” Extract from the MPTF evaluation report

At a Glance

Impact
- Available through a pitch for adaptation to help CSAs fundraise
- Overview also available in visual format
Civil Society Unique contribution

- Civil society essential for sustainable nutrition efforts
- ‘Eyes and ears’ embedded in communities, implementing programmes
- Sharing on-the-ground expertise, community knowledge of what works
- Working with decentralised structures and local champions to ensure nutrition efforts reach most vulnerable

The value Civil Society Brings

- Speaking with one voice
- Coordinate civil society groups across all sectors with a stake in nutrition
- Present a unified voice, interact with governments as one body with aligned goals
- Channel views of grass roots communities affected by malnutrition directly to policy-makers

SUN CSAs can bring together different numbers and types of civil society groups, local civil society organizations and INGOs from multiple sectors. The SUN Civil Society Network uses the definition of civil society contained in the FAO strategy for Partnerships with Civil Society organisations. These include, but are not limited to, small-holder farmers, fisher folk, pastoralists and herders, forest dwellers, rural workers, urban poor, indigenous peoples, human rights defenders, women’s groups, humanitarian and aid assistance agencies, advocacy and research entities, consumer groups, trade unions, faith and community-based organizations.

Nepal’s CSA, for example, has more than 135 CSOs from agriculture, WASH, education, health, academia, media as well as international NGOs, all aligned and working towards SUN’s goals.
Raising nutrition’s profile & building sustainability

CSAs

- Energise national conversations via the media and nutrition champions including Members of Parliament (MPs), faith leaders, celebrities
- Push nutrition up political agendas as a non-partisan national priority - keep it there beyond political cycles
- Advocate for more resources for nutrition

**EXAMPLE OF IMPACT**

- Countries like Peru, Ghana, and Bangladesh have shown how it’s possible to make nutrition a major focus for politicians, the media and engaged publics.
- The use of champions has been an important strategy – for example Zimbabwe’s CSA organised an event in May 2015 attended by a number of MPs. They were shocked by the high rates of stunting in certain districts. The meeting led to the appointment of a nutrition champion to keep the issue high on the agenda. She has reported back that food and nutrition issues are now being debated much more in Parliament. Sierra Leone and Kenya CSAs have both engaged their First Ladies as nutrition champions. Other champions mobilised include (King of Toro in Uganda, market women in Sierra Leone, youth in Guatemala and El Salvador, parliamentarians in Malawi and Niger, media in Sierra Leone and Kenya, amongst others.
- In Nepal, before the CSA’s activity, the media did not cover nutrition and they never considered nutrition an area to talk about. Now most of the media want to cover nutrition issues. They are making and broadcasting video documentaries and talk-shows on nutrition.
- Countries such as Peru show how the CSAs’ impacts transcend the life-cycles of individual governments – they’ve managed to get political commitments into party and candidate manifestos via popular campaigns focused on national and local elections. And they’ve worked with civil servants as well as parliamentarians to get political commitments to nutrition maintained and enhanced in the transition from one government to another. During Peru’s regional elections of 2010 and 2014, CSA campaigns focused on ensuring commitments to nutrition were included in regional Governance Agreements.
- In Guatemala, youth are playing a key role in social auditing of the national programme / 1000 days window strategy implementation in the hard to reach communities.
- In Nigeria, CS-SUNN has conducted budget tracking and advocacy effort at the local level leading to Local Government Authority (LGA) increasing their investments in nutrition interventions.

**EXAMPLE OF IMPACT**

*Lao PDR*

- Civil society not well coordinated before Laos CSA began work in 2014
- Now has strong, credible partnership with Government, local civil society have platform for participation
- CSA helped run first ever National Nutrition Forum for all sectors, all levels of government, civil society

“The Government now sees that civil society has a major role to play in tackling nutrition and they see the value in having a coordinated body.

“We’re trying to get local groups ‘into the light’, opening up space for their voices as the ones who are working in the villages with the people affected by malnutrition.”

Banthida Komphasouk, SUN CSA Coordinator, Laos
Enriching nutrition policy

CSAs

- Channel civil society expertise, evidence into better nutrition policy-making across all affected sectors
- Help to shape National Nutrition Strategies, National Development Plans, other sectorial policies
- Feed technical input into planning, implementation of policies on the ground

EXAMPLE OF IMPACT

- Kenya CSA successfully advocated with Ministry of Health for revision of National Health Policy to include stronger nutrition component
- Peru CSA persuaded Government to work with mothers to take children for medical checks as part of cash transfer programs for the poorest. Led to 40% drop in child malnutrition in targeted areas.
- Nepal CSA helped secure a directive that local level governments must include a nutrition program in their work plans
- In Uganda, Uganda Civil society alliance (UCCO-SUN) is now directly consulted and involved in nutrition policy formulation and planning (e.g. drafting the East African Food and Nutrition Policy, development and role out of the Uganda Nutrition Action Plan 2011-2016, developing a new draft national nutrition policy 2015-2020). UCCO-SUN considered key player in rolling out the national advocacy and communication strategy adopted in 2015.

Building local capacity

CSAs

- Promote knowledge sharing and learning among CSOs and INGOs
- Help members to be informed about and align to government policies
- Empower citizens to change their behaviour and realise their rights
- Increases understanding of nutrition of multiple stakeholders at government, frontline and community levels

“We focus on the capacity building as that’s what our members really value. The CSA is the only platform for international and local organisations to come together and share what’s worked and what hasn’t. They’ve really valued the chance to learn from each other.

“Last year we held three workshops and a study tour for local organisations. We also invite the government to come and inform them about their plans so everyone is working to the same goals.”

Banthida Komphasouk, SUN CSA Coordinator, Laos

“Our coalition has taken the initiative to build the capacity of its member CSOs in nutrition advocacy. We have done this through three trainings for our members in nutrition advocacy and engagement of members in advocacy and communication related events.”

Peterson Kato Kikomeko, SUN CSA, Uganda
Promoting accountability

CSAs

- Hold governments, other stakeholders to account on nutrition commitments
- Track nutrition allocations and expenditure at national, sub-national levels
- Monitor implementation / impact at local level, providing constructive approach to addressing challenges, improving practice
- ‘Walk the talk’ and ensure civil society accountability to citizens

EXAMPLE OF IMPACT

- Peru’s CSA submits annual balance report on Government actions on malnutrition, highlight successes, challenges to the Presidency, the Prime Minister’s Office and key sectoral ministries involved in nutrition programmes; participates in ‘consensus-based monitoring’ of Government programs at national, sub-national levels; and brings valued evidence from local areas and investigate problems when a national ‘alert’ is issued, e.g. solved bottleneck in supply of micronutrients

Peru’s CSA accountability mechanisms have been part of the collective efforts of Government and civil society that have kept nutrition as a national priority for a decade across changes in government. Consensus based monitoring is coordinated by the Roundtable for Poverty Reduction (MCLCP); The Initiative Against Childhood Undernutrition (IDI) play a support role, investigating alerts about problems. An example was an issue with the supply of micronutrients used to treat the high rates of anemia among children. IDI investigated and found health centres did not have the right protocol to deliver these micronutrients. They lobbied the Ministry of Health and the micronutrients were added to their protocols for distribution.

- Guinea CSA is developing local observatories for nutrition which will have a strong focus on citizen monitoring/surveillance

- Nepal’s CSA recently analyzed the nutrition budget for the first time in the history of the country. It has also prepared a policy brief for the Multi-sectoral Nutrition Plan which has acted as an eye opener for the government to overcome the gaps.

- Uganda and Malawi CSAs have all had strong budget tracking programmes. And it’s not just monitoring the commitments of governments: Sri Lanka, Myanmar and El Salvador monitor compliance with and violations of the international code on the marketing of breast milk substitutes.

- Guatemala CSA conducted a social audit of the implementation of the national 1000 day strategy implementation highlighting major gaps and bottlenecks for remote communities. As part of this effort, the CSA trained 22 youth groups to conduct the social audit; conducted household level empowerment of excluded groups to realise rights to food and nutrition, education, health; targeted some of the most remote communities, some of which suffering from over 90% stunting of children under 5 years of age. With the recent overhaul of the Guatemala government, the CSA is now ready to make strategic alliances with other stakeholders to systematise these efforts and to present findings and key recommended actions for government action, with civil society support.

- CSAs also walk the talk of accountability with 12 CSAs making strong commitments, including to ensure they are tracked through the West Africa a civil society declaration for Nutrition in Dakar, Senegal on May 4, 2016. The declaration also calls for increased financial commitments from governments for nutrition.
Highlighting gender needs

CSAs

- Empower women as critical drivers of improved household nutrition
- Promote optimal breast feeding and nutrition in the first 1,000 days
- Ensure women’s needs included in nutrition policies
- Support women to become income earners, decision makers, agents of change

EXAMPLE OF IMPACT

- The Zimbabwe CSA is mainstreaming gender equity in all their programmes and activities and developing key messages around gender equity. Coordinated CSO efforts contribute to:
  - Increased number of women breast feeding to 6 months nationwide from 26% - 41% from 2009-14
  - In Matabeleland South raising the number of women giving birth in a health facility (and therefore getting support with breastfeeding) from 40-86% as a result of a CSO implemented program
  - Formed pregnant women and lactating mothers’ support groups
  - Helped women take leadership roles in community forums providing training in nutrition-sensitive agriculture
  - Promoted vegetable cultivation, animal husbandry, dam rehabilitation, improving women’s incomes and household nutrition - CSA members have powerful testimony from beneficiaries about the impact on their health and livelihoods.

Sekai Tembo, a 72-year-old widow in Mashonaland East said the project had completely changed her life: "When my husband died, I had no choice but to carry on with life. Since I joined this project I now have two goats. Before, I used to do gardening but it would only sustain me and my family but now the produce is feeding me, my two grandchildren and I sell the surplus to surrounding villages. I get $15 per week, which is $30 per month because the other two weeks the vegetables would be sprayed. Previously, it was hard to get hold of only $2"

- Sierra Leone is another interesting example where the CSA have engaged market women who are key influencers in communities to identify gaps in the community health service as well as to promote the importance of health service uptake for nutrition and immunization and the importance of breastfeeding. They used radio to advocate for the provision of clinics in underserved communities and improvement of service provision in the existing clinics. These considerations are now part of government post- Ebola plans to strengthen the health system particularly primary health care.

- The CSA in Laos develops a great resource for multiple stakeholders to improve gender mainstreaming - Women’s Empowerment for Improved Community Nutrition Report

The long view

- Civil society is key to sustainable nutrition efforts
- CSAs embed nutrition in policy processes for the long term, beyond political cycles
- Change behaviour at the household level, create demand for better nutrition, support communities to improve prospects
- Increase focus on young people as agents of change
Overall Infographics of Civil Society Efforts in SUN (based on all CSAs including MPTF funded ones)

**Civil Society Alliances now established in 39 countries**

The below map indicates countries that have CSAs or coordinated CSO efforts.

![Map of countries with established CSAs](image)

List of countries with established CSAs is available at - [http://suncivilsocietynet.wix.com/suncsnblog#!sun-countries-with-established-csas/nr71d](http://suncivilsocietynet.wix.com/suncsnblog#!sun-countries-with-established-csas/nr71d)

1. Bangladesh
2. Benin
3. Burkina Faso
4. Burundi
5. Cambodia
6. Cameroon
7. Chad
8. Congo, Democratic Republic
9. Côte d'Ivoire
10. El Salvador
11. Ethiopia
12. Ghana
13. Guatemala
14. Guinea Conakry
15. Indonesia
16. Kenya
17. Kyrgyz Republic
18. Lao PDR
19. Madagascar
20. Malawi
21. Mali
22. Mauritania
23. Mozambique
24. Myanmar
25. Nepal
26. Niger
27. Nigeria
28. Pakistan
29. Peru
30. Philippines
31. Rwanda
32. Senegal
33. Sierra Leone
34. Sri Lanka
35. Tanzania
36. Togo
37. Uganda
38. Zambia
39. Zimbabwe

More information can be found in the [Civil society successes in scaling up nutrition](http://suncivilsocietynet.wix.com/suncsnblog#!sun-countries-with-established-csas/nr71d) SUN CSN publication.
Over 2000 Civil Society Organisation engaged across the network

% NGO vs INGO membership of National Civil Society Alliances

- Local NGOs
- International NGOs

24 Working on access to healthcare
23 Working on agriculture
22 Working on WASH
21 Working towards women's empowerment
20 Working on education and employment
19 Working on micronutrient supplementation
18 Working on treatment of acute malnutrition
17 Working on exclusive breastfeeding up to 6 months of age
16 Working on disaster resilience
15 Working on food fortification

* These numbers are based on 33 countries providing information in a survey conducted by the SUN CSN in November 2014 on status of national SUN CSAs. These included three countries without official CSAs but with coalitions of Non-Governmental Organization (NGOs) working towards the creation of an alliance.
Key Area of Change 1: Coordinated Civil Society Alliances in SUN countries (CSAs)

**EXPECTED OUTCOMES**

- CSA coordinating mechanisms in place with links to existing CSO networks, platforms and other national mechanisms to avoid duplication.
- Communication between national CSAs and the global civil society networks in place.
- CSAs prioritize scaling-up nutrition work in line with national processes.
- The Global CSO network tracks how the CSAs are progressing and supports individual CSAs as they become established and assists with any challenges or conflicts at the country level.

**Progress & Analysis**

Visible progress of establishment of effective and inclusive civil society alliances

There is visible evidence of progress towards establishing effective and inclusive civil society alliances, in phase 2 funded countries, and progress towards strong, credible and influential civil society alliances, in phase 1 funded countries, that integrate nutrition actions into their programmes and contribute to national nutrition priorities.

“Clearly the achievements of SUN CSAs vary from country to country, and their relatively short period of operation to date has limited their impacts. However, it is clear from the ICE Country Case Studies that CSOs, through their membership of SUN CSAs, are becoming an increasingly organized and influential voice and actor in policy development, implementation and monitoring.” *Extract from the ICE report*

During 2015, the 24 CSAs that received support as a result of the first two calls for proposals invested time in setting up or strengthening foundations for effective and efficient implementation, including:

- Consensual establishment of democratic and inclusive governance foundations (e.g. Kenya, Laos PDR, Madagascar, Senegal);
- Building credibility and legitimacy (e.g. Burundi, El Salvador, Guatemala, Kenya, Kyrgyz Republic, Laos PDR, Madagascar, Malawi, Myanmar, Zimbabwe);
- Conflict resolution towards constructive CSA efforts (e.g. Kenya, Madagascar);
- Formalizing relationships with CSO members of the alliance (Kenya, Madagascar, Niger, Zimbabwe, Senegal, Sri Lanka, Nepal) and various stakeholders (El Salvador, Laos PDR, Nepal);
- Actively contributing to multi-stakeholder efforts and broader SUN discussions on key issues like conflict of interests prevention and management (Uganda, Laos PDR, Ghana, Sri Lanka), strengthening governments and other stakeholder nutrition skills (e.g. Nepal), contributing to the MPTF evaluation (all MPTF funded CSAs).

Integrating existing structures is key to avoid duplication of efforts and internal tensions in countries.

**For CSAs**

In some countries, existing platforms were built upon (e.g. in Peru, IDI was set up explicitly to address infant malnutrition prior to becoming the SUN CSA and Tanzania CSAs). However, in a few countries, it has been observed that the creation of a new alliance or platform can lead to internal tensions and delays in civil society getting organized and speaking as one voice (e.g. Guatemala). This can be resolved internally, sometimes with external support from the SUN CSN secretariat staff (which is perceived as more neutral than any representative...
or member of the SUN CSN belonging to another organization), but is a lengthy process and involves time consuming conflict resolution towards finding common grounds to work together on. Bringing the conflict focus to the mission of eliminating hunger and malnutrition of the communities and populations is an approach that can accelerate conflict resolution.

For multi-stakeholder platforms

Observation from civil society - When countries join SUN, it seems that strengthening existing structures, where applicable, is beneficial and can accelerate functionality of the multi-stakeholder platforms. In some countries, additional structures were created leading to internal tensions, poor endorsement of newly formed structure and thus poor functionality of the platforms.

Building inclusive CSAs

Inclusive CSAs participate and support multi-stakeholder efforts

Several CSAs have led or participated / are participating in important stakeholder and activity mapping for nutrition efforts in their country as an initial step towards expanding their membership (e.g. Burundi, Ghana, Kenya, Kyrgyz Republic, Lao PDR, Madagascar, Mali, Mozambique, Nepal, Rwanda, Uganda) as well as contribution to multi-stakeholder coordination in countries. Most CSAs are also developing membership expansion strategies and are increasingly making their membership public.

CSA memberships include a breadth of civil society groups

In the 2015 survey, CSAs report that 78% of the membership across the CSAs are local CSO members and that of those, 20% are social movements. Engaging with social movements is key to ensuring community ownership, essential foundation for sustainability. Some CSAs have engaged with social movements from their very early stages (e.g. Mali, Ghana, El Salvador, Guatemala) whilst a few CSAs are increasingly engaging with social movements as they decentralize efforts (e.g. Niger and Malawi). The SUN CSN is supporting CSAs in increasingly reaching out and engaging social movements in the nutrition efforts in countries as well as improving tracking of these efforts.
CSA membership are multi-sectoral

Access to healthcare

Women’s empowerment

Disaster resilience

Education and employment

Water and Sanitation

Micronutrient supplementation

Exclusive breastfeeding up to 6 months of age

Treatment of acute malnutrition

Food fortification

Agriculture

Number of CSAs with a focus on NUTRITION SPECIFIC ACTIVITIES

Access to healthcare

Women’s empowerment

Disaster resilience

Education and employment

Water and Sanitation

Micronutrient supplementation

Exclusive breastfeeding up to 6 months of age

Treatment of acute malnutrition

Food fortification
Of the 24 CSAs (out of 39 established CSAs) that completed the 2015 SUN CSN survey:

- Nutrition sensitive activities
  - 19 are working on agriculture
  - 18 are working on access to health care
  - 16 are working on gender and women’s empowerment
  - 13 are working on resilience
  - 12 are working on Education and employment
  - 16 are working on Water and sanitation

- Nutrition specific activities
  - 17 are working on micronutrient supplementation
  - 14 are working on treatment of acute malnutrition
  - 17 are working on food fortification
  - 21 are working on promoting EBF up to 6 months of age

INGOs and local CSO roles

Most CSAs have found that INGO membership brings added value in terms of technical support and capacity strengthening. Some countries are starting to show that the INGOs engaged in the CSA efforts, that were supporting the development and gaining momentum phase of the alliance, are now letting local CSOs play a stronger role (e.g. Action Contre la Faim in Madagascar).

Investments in strong governance structures can take time but is an essential foundation for effective and efficient operation of strong, credible and influential national CSAs.

This has been shown and documented in various resources to date including various evaluations conducted. In-depth understanding of national and local contexts is necessary for effective CSA establishment.

It is important to have an in-depth understanding of national contexts and to learn from other countries in order to establish strong and influential CSAs built on solid governance foundations.

Creation of CSAs positively impacts on the functioning of SUN in countries

In some cases, the creation of CSAs and national networks has already impacted the functioning of the SUN movement in country. Cf above section on impact of CSAs.

“The projects funded through the MPTF have made major contributions towards the Strategic Objectives of the SUN Movement. National CSAs and the global SUN CSN have helped to raise awareness of the importance of addressing malnutrition and increase political commitments to scale up actions. Some have also contributed to multi-sectoral policies and plans and are increasingly promoting implementation at sub-national levels. CSAs are contributing to sustained commitments and actions to address malnutrition across political cycles (e.g. by promoting nutrition champions amongst parliamentarians and advocating for commitments to be enshrined in national constitutions and legislation).” Extract from the MPTF evaluation report
Moving from establishment to decentralization:

Almost all CSAs in 2015 have focused on decentralization of efforts to reach the local / community level, connecting national and sub-national level efforts. Specific examples are provided below in the detail of progress.

Overview of CSA decentralization models:

A- CSO members of the CSA coordinate subnational level efforts - Bangladesh, El Salvador, Guinea, Madagascar, Nepal, Senegal, Sierra Leone.

B- Sub-national CSAs model (from formal independent structures to local working groups) – Burundi, Ghana, Kenya, Kyrgyz Republic, Mali, Mozambique, Niger, Nigeria, Rwanda, Sri Lanka, Zimbabwe.

C- Citizen forum model – Peru, Niger, Lao PDR, Guatemala.

D- Combination of sub-national CSA and CSO members coordination subnational efforts – Uganda and Malawi.

E- Do not have decentralised structures in place – Myanmar.

Existing models

- Setting up regional civil society alliances with formal structures and governance connected with the national alliance (e.g. Mali, Niger).

- Having a strong CSO member in a region / district leading on coordination and harmonization of actions at district level – a more informal model that can assist manage potentially busy arena with various existing platforms working in nutrition related issues. The CSO member then plays a facilitating role to gather various actors around the table and agree on key priorities to take forward with leads identified amongst participating CSOs, social movements and networks / platforms. (e.g. Zambia).

- Consensus-building forums (e.g. in Peru these forums are focusing on addressing poverty with nutrition objectives) that gather all of civil society (CSOs, networks, social movements, women groups, trade unions, farmers,…) and government officials towards achieving key objectives. These forums exist at national, regional and local levels. The forums advocate and lobby for electoral candidates to sign a governance agreement, that are then ratified when the candidate is elected and the forum supports the candidates in prioritising nutrition interventions according to the local needs, holding officials to account on the delivery on an annual basis and following up on how to ensure progress happens if the commitments have not been delivered upon.

- Combinations of the various models across sub-national structures is also observed in several countries.

One model does not fit all – decentralization efforts demonstrating the need for flexibility informed by cross-country learning

As clearly stated in the ICE report, flexibility and context specific efforts are key. CSA decentralization efforts is a good reflection of this principle with country CSAs choosing a number of and diverse models for effectively addressing malnutrition in decentralized structures of their country – from formalized local alliances (e.g. Mali and Malawi) to lead CSO members (e.g. Malawi) and relays (e.g. Niger). One model does not fit all and flexibility informed by cross-learning from other countries need to underpin efforts.

Strengthening capacity in nutrition:

CSAs also play a key role in capacity strengthening of its CSO members both in terms of technical nutrition knowledge and advocacy capacities. CSAs in Kenya, Laos PDR, Malawi, Madagascar, Mali, Nepal, Niger, Sri Lanka and Guinea (amongst others) report coordinating capacity strengthening workshops of network members.
However beyond Civil society capacity strengthening, CSAs also play a key role in strengthening nutrition skills of frontline workers, government officials (at all levels), media and parliamentarians (e.g. Nepal, Mali, Kenya, Malawi, Niger).

Emergencies impact CSA efforts.

Progress can be slow in Fragile and Conflict Affected environments or emergency stricken countries.

In Ebola stricken countries, CSAs in Guinea and Sierra Leone have faced a major challenge in 2014 and 2015. However, the CSA in Sierra Leone informally reported to the SUN CSN secretariat that the Ebola crisis had actually provided an opportunity for the alliance to get actively engaged in sensitization of WASH principles which may have a positive impact on nutrition in the country.

Progress can be observed in both countries in 2015.

Power dynamics – a factor influencing coalition building

In 2015, additional publications systematising learning in this areas were produced:

- Guidance Note: Establishing a Civil Society Alliance in a SUN Country
  - English | Français | Español
- Enabling Good governance in Civil Society Alliances
  - English | Français | Español
- Effective civil society coalition building in support of scaling up nutrition efforts in SUN countries - Lessons learnt – ENGLISH, FRANÇAIS, ESPAÑOL
- Civil society alignment in multi-stakeholder efforts to scale up nutrition – ENGLISH, FRANÇAIS, ESPAÑOL & How the SUN CSN is addressing the recommendations

Building legitimacy within the CSA and with external stakeholders is key to effective CSAs

In some countries, CSAs have taken time to establish their legitimacy within the CSA and with other stakeholders. Lack of interest of donors or governments due to competing funding priorities for other development programs was also a challenge faced by some CSAs. Evidence-based advocacy for integrating nutrition and food security into future development plans and programs is essential. This process can be time consuming but essential to multi-stakeholder multi-sectoral, multi-level efforts.

CSA members engagement is an ingredient for successful establishment of CSAs:

Several CSAs have encountered the challenge of members’ engagement. Poor engagement can be due to a number of factors including, already very busy workloads, lack of prioritisation of SUN institutionally or organisational representatives without delegated decision-making, availability for meetings and joint activities (e.g. Laos PDR, Uganda, Malawi). This has been particularly challenging to CSA coordinators who have found creative and tailored ways of addressing it, through

- Building ownership with a decision-making process that builds consensus among multiple partners and stakeholders (e.g. Myanmar)
- Building relationships with CSA and CSN members. This process is time-consuming but can be a fruitful process to improve members’ engagement. This is the case with the SUN CSN now seeing increased engagement of network members in supporting CSN efforts and aligning to national priorities.
- Establishing smaller nimble working groups focused on specific strategic and operational efforts can be a great means to support coordinator advance on urgent and thematic issues e.g. Ghana, Uganda, SUN CSN).
Open, transparent and regular communications also supporting improved network members’ engagement.

Initial learnings can support improvement through knowledge sharing and fostered cross learning.

**A case study from Tanzania**

PANITA – Tanzania CSA recently published a case study which includes some invaluable learning from membership engagement. Beyond fostering knowledge sharing in this area, the SUN CSN secretariat is exploring how to systematize learning across varying contexts.

**Membership engagement - A difficult and long term investment: Initial lessons learnt from CS**

- Building membership momentum requires huge time investment – understanding membership, clearly defining added value, getting to know assets and how to draw on those in support of SUN efforts, lines of accountability vague.
- Diverse membership have diverse needs.
- Promoting alignment – a study to inform improved practice – cf above.
- First call of INGOs start showing growing understanding of CSO member contribution and growing organizational buy-in and investment in supporting SUN.
  - Technical assistance & contribution to SUN capabilities
  - Capacity strengthening
  - Leveraging fundraising power
  - Hosting CSAs
  - Advocacy and implementers of nutrition projects in country
- Systems for improved membership engagement are key
  - Having a clear membership contract – In Mozambique, when new members sign on, they sign a commitment letter
  - Disseminating activities and efforts to the membership requires a variety of communications
  - Involving members creatively in policy and decision making is essential – working groups, consensus-building process
  - Encouraging and promoting best practice – this area still needs improving but increasingly learning network and exchange between CSAs and countries at global and at the regional level
  - Providing information and advice to members – regular updates, web resources, ...
  - Engagement and the wider public –CSAs have been very successful at this (e.g. Laos, Peru...)
  - The development of member skills (Capacity strengthening of CSAs and CSOs) is an important ingredient for effective membership engagement
  - Promoting the work of the members of the CSA or the CSN enables better buy in of members in the added value of the coalition.

**Tracking CSA progress and supporting CSA efforts:**

The SUN CSN is continuously improving its country support system (aligned with the SUN-wide support systems), communications and monitoring tools towards systematizing impact tracking in 2016-2020.
“Support to CSAs

The CSN Secretariat provides extensive support to CSAs”

“The Secretariat has developed a Country Support Strategy that builds upon the MPTF Log Frame (SUN CSN 2014a) and is informed by the 2014 survey of country support needs.”

“The CSN (both through the Secretariat and as individual organisations) is actively engaging with the emerging SUN Communities of Practice, which aim to respond to country requests for support and focus on building capacities for multi-stakeholder platforms (MSPs) at the country level rather than providing discrete support for individual stakeholder groups.”

“The CSN has been particularly engaged in (i) the development of a framework for the mapping of civil society activities as part of broader government-led initiatives; (ii) support for CSAs to contribute to national financial-tracking mechanisms, particularly in the area of budget analysis; (iii) convening advocacy and communications actors; and (iv) the development and implementation of multi-sectoral monitoring and evaluation systems (SUN CSN 2014k).” Extracts from the ICE report
An overview of SUN CSN support is provided in the below graph, accurate as of March 2016.

The SUN CSN also has an annual survey which provides invaluable indicators of progress and information to support capacity to deliver at country level. In 2015, 21 of the 39 established CSAs completed the survey – a 54% response rate. Poor response in 2015 is in part due to fatigue following the numerous consultations for the management response to the independent comprehensive evaluation of the SUN Movement, the development of the SUN strategy and aligned SUN CSN strategy, the development of the SUN road map and SUN CS contributions to the road map, the MPTF evaluation. To address this, the SUN CSN is exploring the formation of representative consultation groups to ensure rotation when consultations arise, and avoid fatigue. The SUN CSN is also exploring strengthening its membership process ensuring that the completion of the annual CSN survey become compulsory and a condition of the CSAs being members of the CSN. This will also need to be followed by formalisation of memberships in 2016.
Responding to CSA needs

Based on the 2014 survey results and priority needs, the SUN CSN scaled up its response to support those needs through:

- Brokering technical assistance for specific requests received
- Aligning requests for supports with the SUN networks and the SUN Movement Secretariat country liaison team
- Increasing contribution of the secretariat and network members to the SUN communities of practices
- Organising capacity strengthening and cross-learning opportunities with network members
- Developing guidance notes and other online resources to support efforts
- Supporting the development of regional hubs to support more active cross-learning at regional level, linked to other stakeholder regional efforts
- Planning of Learning Routes in East and Southern Africa and in Asia in 2016-2017

Some of the resources developed included:

- Establishing a CSA, governance and learning
  - Effective civil society coalition building in support of scaling up nutrition efforts in SUN countries - Lessons learnt – ENGLISH, FRANCAIS, ESPAÑOL
  - Cross-learning section - A tool for national Civil Society Alliances to share experiences, learn from each other and inspire innovation – ENGLISH, FRANCAIS, ESPAÑOL

- Tool kits
  - Post-2015 Tool kit  
    English | Français | Español
  - Advocacy Toolkit - A How To Guide – ENGLISH, FRANCAIS, ESPAÑOL
  - Fundraising tool kit – ENGLISH, FRANCAIS, ESPAÑOL & a Pitch for adaptation to help CSAs fundraise - ENGLISH, FRANÇAIS, ESPAÑOL
  - How to do a Nutrition Budget Analysis for timely Advocacy towards increased investments in Nutrition - A tool for SUN country Civil Society Alliances - Document in ENGLISH, PORTUGUÊS, ESPAÑOL, FRANÇAIS & Template matrix for Budget analysis in ENGLISH, PORTUGUÊS, ESPAÑOL, FRANÇAIS & Worked example of Budget Analysis in ENGLISH, PORTUGUÊS, ESPAÑOL, FRANÇAIS

- Accountability for Nutrition Think Piece & case studies – ENGLISH, FRANCAIS, ESPANOL & Summary presentation – ENGLISH only
- Civil society alignment in multi-stakeholder efforts to scale up nutrition – ENGLISH, FRANÇAIS, ESPAÑOL & How the SUN CSN is addressing the recommendations ENGLISH, FRANÇAIS, ESPAÑOL
- Successes and Impact - Civil society successes in scaling up nutrition - English | Français | Español
- Impact and best practice map

The SUN CSN secretariat is grateful for additional financial support received from:
• DFID which enabled the translation of the various tools thus ensuring equitable access to those from all CSAs;
• GIZ which enabled to develop an online resource for strengthening financial sustainability capacity and plan for continuous support in this area;
• Children's Investment Fund Foundation (CIFF) to support cross-learning across 14 countries in 2016-2017.

Supporting CSAs to secure funds in addition to the MPTF

The SUN CSN is playing a key support role as CSAs are looking at their next stage in SUN 2.0 following the end of MPTF or other bilateral donor support and looking for sustainable funding sources. 2015 will be a key year for this support. It is reaching out to all CSAs to support them in their fundraising efforts and is keeping a tracker of where funding efforts are at.

The fundraising tool kit developed with additional financial support from GIZ outlines some key experiences, recommendations, and support system for the CSAs in their resource mobilization and financial sustainability efforts.

CSA key needs for support moving forward

The following key needs and priorities were expressed by CSAs through various meetings, field visits, annual surveys, road map development processes:

• Financial sustainability and fundraising capacity strengthening & support in accessing funding
• Improving tracking of impact
  o Understanding what works best in tracking advocacy impact
  o Best practice documentation, sharing and learning
• Governance
  o Scaled up governance and internal accountability support (including conflict of interest guidance, conflict management, institutional strengthening and support in the establishment of a CSA as well as strengthening secretariats in their coordination/facilitation role and financial systems)
  o Membership engagement – good practices and guidance
  o Developing strategies and internal guidance for members
  o Robust accountability mechanisms linking CSA accountability with global secretariat good practice.
• Advocacy, social mobilization and communications
  o Technical assistance for the development of impactful and aligned advocacy strategies and plans
  o Sharing experiences of effective advocacy efforts
  o Capacity strengthening for impactful advocacy
  o Budget analysis advocacy, based on timely budget analysis and tracking, for increased investments in nutrition
  o Strengthening impact and evidence collection for successful advocacy
• Social accountability
  o Budget analysis and tracking at the local level
  o Mechanisms for direct citizen participation
  o Participatory monitoring and evaluation of nutrition and health service delivery – social auditing
• Multi-stakeholder and multi-sectorial working
  o Guidance on good practices and examples of what works for functional multi-stakeholder platforms at national and sub-national levels
  o Support in understanding what works for effective multi-sectoral coordination at the sub-national level
• Rights and equity
  o How to integrate rights based approaches and develop equity indicators

Advocacy and communications guidance is a clear identified need aligned with community of practice 2 on social mobilization, advocacy and communications. Institutional development, collaborative working, developing terms of reference and institutional processes is another clear need. The CSN has produced materials to serve both the former and the latter in the form of an advocacy toolkit and governance guidance respectively. In addition, financial support predominantly in finding long-term funds and financial strategy development to allow for sustainability of alliances is another clear requirement. The Learning Route program (funded by CIFF) is also tackling these priorities mobilizing and facilitating peer to peer and mutual support and learning exchange across CSAs in SE Africa and Asia.

Support provided to CSAs in these different areas is dependent on the SUN CSN secretariat having the capacity and time to:

• support CSAs directly, especially when a neutral entity is required
• leverage and coordinate membership contributions to provide support and technical assistance to CSAs (when alternative Technical assistance cannot be identified or when neutral actor needed for the provision of such technical assistance)
• capturing best practices in these areas (with support of CSN members where possible)
• foster cross-learning (including through support to the development of coherent and strong regional hubs)
• bring network learnings to the various capability coordination groups in the SUN movement
• ensure strong positioning on having good governance structures in place and ensuring accountability that supports compliance to the guidance on good governance practices

Investing in the regional approach

In response to demand and the road map development process, the global networks are supporting investment in the regional approach in SUN 2.0. As mentioned in other areas of this report, investing in the strengthening of regional hubs is becoming an increasing focus of the SUN CSN efforts. Regional hubs are starting to emerge with key functions:

• Linking with other stakeholders in the region for a strong coordinated regional approach
• Leading regional strategy for nutrition and advocacy efforts
• Supporting cross-learning for capacity strengthening of CSAs in the region, in support of multi-stakeholder multi-sectoral and multi-level efforts

• Capturing best practice

• Ensuring the local voices are brought to regional and global instances

The SUN CSN is envisaging 4 regional hubs to start off with based on the organically forming groups with very light structures in Latin America, West Africa, East and South Africa and Asia.

Cross-country learning is one of the best means of strengthening capacity, capturing best practice and accelerating progress

Cross-country learning is one of the best means of supporting CSA in their coalition building efforts, inspires efforts and unlocks innovation potential. Cross-country learning should continue being strengthened with the SUN CSN being key to facilitating this process.

CSAs prioritize scaling-up nutrition in line with national processes

More on how CSAs prioritize scaling-up nutrition in line with national processes can be found in section on key areas of change 3.

Challenges

Progress slowed by slow disbursement and process for establishing inclusive and democratic alliances.

“However, many CSAs have struggled to implement activities according to work plans. Delays have been caused, inter alia, by slow disbursements from Participating UN Organisations (PUNOs) to CSO Implementing Partners (due to slow processes within PUNOs as well within IPs /CSAs) and the challenges associated with establishing a functional CSA.” Extract from the MPTF evaluation report

Momentum gained is in jeopardy

“Despite this, CSAs themselves find it difficult to attract the adequate and long-term resources that they need to sustain their activities and impact. Donors at country level should now have increased confidence that CSAs are able to have an impact on public awareness, political commitment, effective policies and monitoring. This should lead to increased funding being made available at country level.” Extract from the MPTF evaluation report

This causes great concern that the loss of momentum and investment could have implications on sustainability and impact of efforts and investments across the Movement to date.

Autonomy and self-organisation of CSAs and corresponding leadership not always recognised

Autonomy and self-organisation of CSAs and corresponding leadership is not always explicitly recognised by government focal points and multiple stakeholders (cf alignment report). This can sometimes cause divisions within CSOs and between civil society and other stakeholders. It is essential that all stakeholders recognised the elected CSA leadership that results from a democratic and inclusive progress across civil society in countries and that that person be included and actively participates in the multi-stakeholder discussion forums.
Key Area of Change 2: In-country CSAs advocate effectively

**EXPECTED OUTCOMES**

- CSAs contribute to the common multi-stakeholder narrative on nutrition
- CSAs advance this narrative through advocacy campaigns, press coverage and raising SUN public awareness
- The Global CSO network supports individual CSAs with establishing advocacy strategies and assessing their effectiveness
- The CSN brings voices from countries to global advocacy forums
- CSAs make strides in advocacy efforts

Successful advocacy efforts result in increased investments in nutrition

Successful advocacy efforts result in increased investments in nutrition. A great example is that of the Nigerian CS-SUNN budget tracking and advocacy efforts at the local level which resulted in LGA increasing their investments in nutrition interventions. Other MPTF funded countries including Malawi, Rwanda and Mozambique have undertaken or plan to undertake budget analysis and are developing corresponding parliamentarian groups in order to create a strong political constituency for nutrition budget ring-fencing.

CSAs contribute to enriching policies to be nutrition and gender focused

CSAs contribute to enriching policies to be nutrition and gender focused and align their efforts to these. Cf At a Glance section.

CSAs successfully mobilise champions

The use of champions has been an important strategy – for example Zimbabwe’s CSA organised an event in May 2015 attended by a number of MPs. They were shocked by the high rates of stunting in certain districts. The meeting led to the appointment of a nutrition champion to keep the issue high on the agenda. She has reported back that food and nutrition issues are now being debated much more in Parliament. Sierra Leone and Kenya CSAs have both engaged their First Ladies as nutrition champions. Other champions mobilised include (King of Toro in Uganda, market women in Sierra Leone, youth in Guatemala and El Salvador, parliamentarians in Malawi and Niger, media personalities in Sierra Leone and Kenya, amongst others.).

Champions range from media to parliamentarians and from local traditional leaders to first ladies. In Nepal, before the CSA’s activity, the media did not cover nutrition and they never considered nutrition an area to talk about. Now most of the media want to cover nutrition issues. They are making and broadcasting video documentaries and talk-shows on nutrition.

Some countries use innovative techniques like media awards to incentivise media resulting in increased nutrition coverage in the media.

CSN supports capacity strengthening in advocacy

In 2015 the SUN CSN has been instrumental in:

- Framing the focus of, providing support to SUN countries as part of, and shaping the SUN Capability 2 on social mobilisation, advocacy and communications. These contributions have enabled the shaping of the SUN CSN road map, whilst ensuring alignment of civil society contributions.
- Ensuring active contributions from advocacy experts and civil society alliances in a series of SUN country calls on advocacy and commitments.
• Ensuring national expertise is leveraged and drawn upon for cross-learning and that huge existing expertise at global and regional levels is drawn upon for the SUN country support systems (e.g. ACF, ACTION, GMT, WaterAid, Bread for the World, Save the Children...). The SUN CSN advocacy group has had a slow start but has built membership engagement over time and is now a forum for sharing impact of efforts, shaping global CSN advocacy strategy and coordinating support to CSAs in this area.

• Developing capacity strengthening resources including an advocacy tool kit for use and adaptation by CSAs in Sun countries.

• Coordinating and supporting CSN members in their offer to strengthen advocacy capacity (e.g. IDS and parliamentarian support work in Tanzania and a session at the SUN GG on the HANCI score card aimed at supporting cross-learning and improved support; ACF/SUN CSN/Results/UNICEF advocacy training workshop in West Africa; ...).

• Supporting the start-up of regional hubs – a new resource for fostering cross learning on advocacy – developing plans, learning from successful tactics.

Parliamentarians – an important champion group

CSAs have played an essential role in engaging with parliamentarians and supporting their efforts to ensure nutrition is in political party manifestos, enabling ring-fenced and/or increased investments in nutrition and are championing the importance of nutrition all the way down to the community level. This work among MPTF grantees has had a positive impact upon the wider CSN leading to a strong cohort of CSAs learning, sharing and building parliamentarian action for nutrition and cross-fertilising efforts among others.

The below section outlines some of the parliamentarian initiatives taking place as a result of network member and civil society alliance dedication to raising awareness of nutrition issues. Countries include Bangladesh, Kenya, Kyrgyzstan, Malawi, Mozambique, Peru, Rwanda, and Sierra Leone.

Bangladesh

The civil society alliance has worked with national and regional political figures in order to raise awareness of the importance of nutrition.

Kenya

The civil society alliance in Kenya has strong links with nutrition champions and parliamentarians having worked extensively with them to encourage the profile of nutrition to be raised within the country. Recently, parliamentarians passed a bill to ensure that employers provide breastfeeding stations for women in the workplace.

Kyrgyzstan

The Alliance of Civil Society for Nutrition and Food Security has worked on legislation on flour fortification at national level with MPs. This work resulted in amendments to the law introducing the obligatory flour fortification in Kyrgyzstan. The Alliance of Civil Society for Nutrition and Food Security is involving MPs in budget analysis and budget tracking. The Involvement of MPs is important because the Kyrgyz Republic is a parliamentary republic and the Prime minister and Cabinet of ministries have changed quickly. MPs participation increases the sustainability of nutrition actions in country.

Malawi

A dynamic parliamentarian group for food and nutrition is present in Malawi. The civil society organisation for nutrition action (CSONA) has been working closely with the group to inform them of the nutrition situation in Malawi and through undertaking analysis of budgets for nutrition. CSONA has engaged MPs in two fact finding
missions on nutrition and organised training for MPs on budget analysis and tracking in partnership with Save the Children International and Graca Machel Trust. 13 MPs have signed pledges to champion Nutrition in advance of the Rio Olympics in 2016 and the signed pledges were published in national press.

Mozambique

As part of their advocacy campaigns the alliance has met with parliamentarian commissions for Planning and Budget & Social affairs, Gender, Technology and social communication respectively. They have also planned meetings with commissions for Agriculture, Economy and Environment, the Cabinet of Parliamentarian Women and Cabinet of Parliamentarian Youth). In addition, the alliance has met with key Ministries such as Health, Education, Youth and Sport, and National Institute for Social affairs as well as the First lady Cabinet. Planning meetings have been held at both national and provincial level in order to advance commitment and action this year.

Peru

The Iniciativa contra la Desnutrición Infantil has secured nutrition commitments from political candidates in advance of national elections this year and now hopes to reach out to regional governors and sub-national government to demonstrate the groundswell of public support for improving nutrition in Peru and maintaining the gains the country has made.

Rwanda

The SUN CSA in Rwanda has been working to organise parliamentary hearings on the theme of nutrition for health, the nutrition situation and needed actions. This was a public session in the Chamber of Deputies on March 15, 2016. They have also been undertaking joint advocacy for increased investment for nutrition and tracking.

Sierra Leone

The HAN-SL has reached out to parliamentarians in their advocacy work. They are currently working on encouraging the new national constitution includes the right to food and recently supported the country’s first food and nutrition fair.

Constructive and relationship based advocacy overwhelmingly the preferred approach of civil society actors in SUN countries

Civil society are a strong contributors to social mobilization, advocacy and communications efforts in country. All CSAs report that constructive and relationship based advocacy approaches which have yielded sustainable and impactful results. This does however take time through trust and relationship building and may not suit all political contexts but where effective the returns have been worth the investment and led to influential relationships.

CSA advocacy support governments to mobilise sectors to commit to and invest in nutrition

Almost all CSAs play an active role in supporting the SUN government focal point in advocating for nutrition prioritisation across sectors of governments. These joint advocacy efforts in turn result in improved nutrition integration across sectors and, sometimes, increased investment in nutrition.

Dedicated funding for advocacy activity, capacity strengthening and cross-learning remains a priority need across the movement and in particular amongst CSAs

Support for advocacy capacity strengthening and cross-learning remains a priority need across the movement and requires funding support. This is evident not only through intelligence gathered by the CSN on CSA needs but also highlighted in the MPTF evaluation report as a need shared across stakeholder groups in the Movement.
Dedicated funding for advocacy is essential to enable CSAs to focus on action, alignment and impact tracking. A main area that requires capacity strengthening and that would benefit greatly from having dedicated funding is around best practice documentation and tracking of the impact of advocacy efforts. This would be beneficial not only for the movement as a whole but add knowledge and learning to global efforts in this thematic area.

Some missed opportunities at regional level

Civil Society Alliances consistently articulate their desire to participate in regional fora such as African Development Bank and ASEAN meetings amongst seeing these events as key opportunities to advance regional and locally led policies and actions for improving nutrition – they know that international visibility for undernutrition is not enough. Yet they are not systematically invited (or are invited too late to mobilise their personnel and resources) to take part in regional meetings (SUN or otherwise) which can be significant missed opportunities for accelerating progress. Late notice of events, lack of capacity of the CSN secretariat due to no dedicated funds or staff for this endeavour to proactively leverage members are challenges. Civil society space within SUN national delegations and in other forums organised by State actors and UN agencies also remains a challenge. There is a need to ensure greater visibility of key events for CSAs, to secure funding for their attendance and to have sufficient resources to coordinate advocacy activities for impact.

CSAs are leading on sharing of best practice in advocacy and impact of efforts, with support from the Gates foundation to ensure momentum is not lost with CSAs MPTF funding running out

Cf At a Glance section for impact

Some findings & quotes from the MPTF evaluation

“One significant outcome of the Peru Learning Route was that PRISMA, a participating NGO, started an advocacy campaign to persuade decision makers and candidates to include nutrition in their political agenda during the regional and district elections which followed the Learning Route. As result, 86% of candidates committed to include nutrition as a priority in their political programme (PROCASUR, 2014c).”

“The CSANN works in close coordination with National Nutrition and Food Security Secretariat for the scaling up nutrition throughout the country (Nepal). CSANN ... gives common platform for all those who are interested to work in the field of nutrition and wish to contribute in nutrition. It supports advocacy, planning and implementation of the MSNP at national and district level.” Min Raj Gyawali, Programme Officer – Nutrition National Nutrition and Food Security Secretariat (NNFSS), National Planning Commission, Kathmandu, Nepal

“I have been impressed by the strides CSONA made in raising the awareness on role of nutrition in development within government and in particular among members of parliament. With adequate funding and sound leadership going into the future, I see even greater promise in CSONA’s role in the scale up of nutrition in Malawi” – Mutinta Hambayi, WFP Malawi Head of Nutrition & Chair of Donor Group on Nutrition

“CSONA organised a press briefing on the eve of The World Press Freedom Day 2014 which centered on the theme: Reaching New Goals: Free Media Fortifies the Post 2015 Development Agenda. The aim of the press briefing was to explore how different media can raise visibility of issues to do with nutrition. Following the press briefing CSONA was featured in 8 articles and programs which included 3 print Medias, 2 electronic Media and 5 national radio programs. One of the articles on CSONA: http://www.nyasatimes.com/2014/05/02/end-malnutrition-in-malawi-candidates-asked-to-sign-nutrition-pact/.”
“Stated objectives of CSAs such as influencing national policies and plans, mobilising increased investments and contributing to scaled up nutrition programmes have been harder to achieve in the time available, especially for newly established CSAs. Yet, significant progress appears to have been made in some countries. CSA members reported again and again how their influence and motivation has increased by channeling their advocacy through the CSA.”

“In Kyrgyzstan, “one of the major achievements of the CSO Alliance for Nutrition & Food Security is the advocacy for a new amended Law of the Kyrgyz Republic “On Bakery Flour Fortification” the result of which, in 2015 the majority of the votes of the Kyrgyz Parliament were given for the Law. The Alliance has been continuing promotion of flour fortification in the country at different levels and amongst population.” E. U. Choduev, Deputy Minister of Agriculture and Melioration, Coordinator of Scaling Up Nutrition Movement in the Kyrgyz Republic.”

In response to CSA for SUN Bangladesh work, government representatives made the following statements of commitment:

“Hunger free Bangladesh. This is our Commitment. “Honourable Minister Meher Afroze Chumki, MP, Ministry of Women & Child Affairs during Global Day of Action 2014

“I will raise the issue of malnutrition and profile of nutrition in the Prime Minister’s Office, and ensure that Bangladesh speaks loudly on nutrition” Director of Health, Prime Minister’s Office, Government of Bangladesh

“The SUN CSA in Myanmar has been a platform to leverage critical resources for nutrition, such as through its membership links to multi-donors funded projects under 3MDG and LIFT. CSA has helped promote visibility and standards for nutrition programming and has built good relations with Government. Opportunities with a new Government should be taken, to strengthen local level engagement with communities and national organizations, and for CSA to support a clear civil society agenda and advocacy asks for nutrition”. Hedy Ip, Nutrition Specialist, UNICEF Myanmar

“The Uganda Civil Society Coalition on Scaling Up Nutrition has worked closely with other partners, including the National NGO Forum, Volunteer Efforts for Development Concern and the Food Rights Alliance, to advocate for a national food and nutrition policy and increased financing for proven strategies to improve nutrition. They combined research, advocacy and media activities to provide a voice for people directly affected by malnutrition.”

“Since its inception CS-SUNN has increasingly become an advocacy force to reckon with in Nigeria. After their key events, news headlines emphasize the importance to invest more in nutrition to reduce child malnutrition... Their power to convene at federal, state and local level has rapidly increased during the last year. As increasingly the power of CS-SUNN is felt in influencing policy makers and stakeholders, CS-SUNN can also look downstream and use its broad networks to mobilize community leaders and change agents, community organizations, community structures and individuals to teach parents and promote good infant and young child feeding. Child nutrition is too important to leave it to Government. CS-SUNN can lead a Social Movement to Stop Child Malnutrition in Nigeria” Arjan de Wagt, Chief Nutrition, UNICEF Nigeria.

Extracts from the MPTF evaluation report

Rwanda CSA

- Galvanizes multiple stakeholders to coordinate impactful contribution to the World Health Assembly (WHA)
- Launch a call for celebrity champions (selected key artists in the country such as award winners, film actors, media)
- Achieves commitment from Miss Rwanda 2016 as a nutrition champion for a year
- Supports the government to develop a strong secretariat to coordinate 5 ministries and improve the functionality of the MSP

**Peru CSA**

- Successfully achieve signing onto nutrition commitments by leading presidential candidates, strengthened by key meetings with ministers and vice-ministers for health, agriculture and WASH towards a smooth transition

**Mozambique CSA**

- Continues to successfully raise awareness at community and household level through TV spots and supporting the Ministry of health launch the behavior change communication strategy for country-wide roll out.
- Successfully engages with parliamentarians through an all parliamentarians meeting

**Global Day of Action**

In 2015, a 3rd Global Day of Action was organised and 5 CSAs report on their efforts for this event.

- [Ghana: CSOs Forum on SUN Holds High-Level Policy Debate on Scaling Up Nutrition](#)
- [Nepal Nutrition Foundation Meeting: ‘SUN Movement with Food for Everyone’](#)
- [Tanzania: SUN Civil Society Coalition Event](#)
- [Uganda: Civil Society Coalition on Scaling Up Nutrition Event](#)
- [Zambia: CSO-SUN Alliance Holds Nutrition for Development Concert](#)

In addition the following countries provided reports to the SUN CSN and SUN which were not published on the main SUN website: Bangladesh, Zimbabwe and Malawi

**Progress is not linear and context specificity influences country-specific efforts**

Progress of CSA efforts in their establishment and efforts to support multi-stakeholder multi-sectoral and multi-level efforts in SUN countries is not linear. Some newer alliances demonstrate fast progress and some evidence of impact which is worth noting whilst others have a slower progress but also demonstrate strong approaches to addressing malnutrition sustainably. **Flexibility** is key and each alliance evolves in a very different social, political, economic and cultural context which influences civil society alliances and their efforts in countries.

Country context influence the civil society space for advocacy

Varying contexts (e.g. country stability, country’s embracement of democracy, amongst others) impact on the civil society space for constructive advocacy efforts. This needs to be recognised throughout and context dependent lessons should be learnt and shared broadly to support increasing space for civil society.
Greater engagement of science in support to strong advocacy through evidence-based messaging that is adapted to country context should be prioritised by the SUN movement in the next phase.

**Challenges**

Continued advocacy is essential for sustainability of nutrition prioritisation but advocacy funding remains a challenge. CSAs play a key role in building and nurturing foundations for sustainability but this is a fragile balance largely dependent on sustained long-term funding support for CSA work.

“However the sustainability of CSN and CSA activities and impacts depends on the sustainability of their resourcing. As one participant in the 2014 SUN Global Gathering pointed out, it is ironic that national CSAs through their advocacy are contributing to sustained political commitment to nutrition across political cycles, but find it difficult to attract the adequate and long-term resources that they need to sustain their activities and impact.” *Extract from the ICE report*

Countries like Ghana, Bangladesh have shown how it’s possible to make nutrition a major focus for politicians, the media and engaged publics. Countries such as Peru also show how the CSAs’ impacts transcend the life-cycles of individual governments – they’ve managed to get political commitments into party and candidate manifestos via popular campaigns focused on national and local elections. And they’ve worked with civil servants as well as parliamentarians to get political commitments to nutrition maintained and enhanced in the transition from one government to another. During Peru’s regional elections of 2010 and 2014, CSA campaigns focused on ensuring commitments to nutrition were included in regional Governance Agreements.

Continued advocacy is essential for sustainability of nutrition prioritisation but advocacy funding remains a challenge. Recent examples of elections and complete overhaul of governments show the essence of continuous advocacy efforts to ensure nutrition remains a priority and investments continue to be more effective and increase, where necessary. For example, in Guatemala following a complete overhaul of government following corruption scandals, civil society played a key role to ensure presidential candidates were aware of the importance of nutrition and committed to making it a priority before getting elected. SUN CSA in Guatemala continues to actively engage with all part of the new government to that this prioritisation is embraced throughout and actioned upon.
Key Area of Change 3: In country CSAs participate in national platforms for SUN

**EXPECTED OUTCOMES**

- CSAs engage in the development and formulation of government commitments and help ensure that the voice of local communities are taken into account in national and global financial, legal, programmatic and political commitments on scaling-up nutrition
- CSAs produce the evidence for what works to improve nutrition outcomes, including best practice on relevant links between nutrition and gender, employment, agriculture, food, etc... based on SUN experiences
- The global CSO network assists individual CSAs to make optimal contributions to national platforms

**Progress & Analysis**

SUN brings in the mandate for collaboration and networking

The SUN initiative brings in the mandate for collaboration and networking for addressing nutrition problems through nutrition sensitive and nutrition specific programmes. This process is moving slowly but the process has brought stakeholders together on the MSP to work towards a common cause.

CSAs are increasingly engaging and participating in national platforms for nutrition

The numbers of CSAs reporting to engage in and participate in national platforms for nutrition, through participation in 6-weekly SUN country calls (e.g. Bangladesh, El Salvador, Ghana, Kenya, Laos PDR, Madagascar, Sierra Leone, Sri Lanka, Zimbabwe), participation in technical policy shaping groups (e.g. Kenya, Mali, El Salvador, Nepal), participation in cross-learning opportunities such as the SUN Global Gatherings, Regional workshops on financial tracking, etc.... as part of multi-stakeholder national delegations continue to increase.

For example, Mali CSA is an active member of different management entities of the National Nutrition policy, including, the Conseil National de Nutrition, Comité Technique Intersectoriel pour la Nutrition.

CSAs can support functional and inclusive multi-stakeholder platforms in countries:

SUN CSAs like UCCO-SUN in Uganda can be instrumental in supporting the SUN government focal point and other USN stakeholders in country to sensitize various line ministries on the importance of multi-stakeholder approach to nutrition. The series of short documents making a case for nutrition developed by Ugandan Civil Society is a great example of efforts that support functional and inclusive multi-stakeholder platforms in countries.

SUN CSAs are also often supporting the government in ensuring the MSP meets regularly and is functional (e.g. Madagascar, Uganda).

CSAs support capacity strengthening of various stakeholders in nutrition

Increasing and overwhelming accounts of CSAs contributing to capacity strengthening of various stakeholders including government officials, parliamentarians, media, civil society actors, amongst others (e.g. Nepal, Nige) and fostering champions is a huge added value to SUN Movement Capability 3.

Capacity strengthening of CSOs in nutrition is also an important step towards alignment to commonly agreed national priorities that are a reflection of the needs in the communities suffering from malnutrition.
Civil society can play a role in improving gender mainstreaming and promoting active participation of women, youth and adolescents

Cf At a glance section on CSA efforts in this area. CSAs are working on improving documentation sub-national efforts on nutritional status, knowledge, and practices of females, as well as action to reinforce the participation of disempowered and marginalised groups in scaling up nutrition, including a continued commitment to women’s empowerment and dissemination of key reports on adolescent nutrition in SUN countries which will be used for support in various countries and SUN CSN country support. CSAs will keep playing a key role in advocating for gender mainstreaming and engaging youth and adolescent in nutrition efforts in countries.

Participation in national platforms for nutrition enable CSAs to influence policy and programmes

Cf At a Glance section for examples of Civil Society Alliance activities which have resulted in a direct impact on nutrition policies and practices.

CSO Alignment

“There is wide agreement that alignment of civil society actions with national priorities and multi-stakeholder CRF is key for scaling up actions to sustainably eradicate all forms of malnutrition. However, it is also clear that alignment is not unconditional and makes sense to CSOs only when they believe that the plans and frameworks are aligned with the interests of people at risk of malnutrition and have been developed in an inclusive and participatory manner.

The validity of the approach described during the ICE by CSN Steering Group and Secretariat members (Box 5) was reaffirmed during this research study.

Box 5: The key functions of CSOs in the SUN Movement (Source: Mokoro 2015, informed by CSN Steering Group and Secretariat perspectives)

- To ensure that policies and priorities are rights based and in the interests of malnourished and at risk people;
- To inform and align their programmes and activities with such policies and plans;
- To advocate where there are gaps or policies and actions of different stakeholders go against these interests.

Although much remains to be achieved, the research study reveals that CSOs are leading stakeholders within the SUN Movement in aligning their activities with national processes, policies and programmes.

Alignment of CSOs requires a common understanding between stakeholders of the context specific causes of malnutrition and the appropriate policies and actions required. The starting point for developing consensus on appropriate, context specific actions must be the experiences and opinions of the people most at risk. There is strong recognition of this within the CSN and many of the CSAs, with concerted efforts to promote partnership and leadership by grassroots organisations. Yet, there is also recognition that more needs to be done.

It is vital that the principles of autonomy and self-organisation of CSOs are respected by all SUN stakeholders in order that they can continue to constructively influence policies and actions and ensure that they are effective in promoting the right to food and nutrition for all.” Extract from the Civil society alignment in multi-stakeholder efforts to scale up nutrition report, commissioned by the SUN CSN and published in 2015.

The SUN CSN assists individual CSA to make optimal contributions to national platform:

The SUN CSN assists individual CSA to make optimal contributions to national platform through helping prepare for the six-weekly multi-stakeholder country calls, flagging opportunities and supporting attendance to cross-
learning and exchange of experiences events both regionally and globally (e.g. SUN Global Gatherings, regional events, global opportunities like Nutrition for Growth 2 – Rio 2016, SUN Community of Practices convening’s); works closely with SMS country liaison team to try and address issues between stakeholders when these arise.

Challenges

Multi-stakeholder platform functioning remains a challenge

Almost all CSAs report that the multi-stakeholder platforms do not meet regularly enough. There seems to be a need to separate strategic and operational functions and more regular meetings of the platforms as well as working meetings across stakeholder groups in order to support strengthening of multi-stakeholder coordination. CSAs systematically report they are willing and able to support the government focal points in strengthening these efforts. However, in some MSPs, the CSA representative is either not at the table or plays a symbolic role but is not able to actively take part in discussions and decisions. In some countries one civil society organisation may be chosen as a representative with coalitions unable to represent civil society voices – lack of legal identity is sometimes given as rationale for this.

This is intrinsically linked to the extent to which the country fully embraces democracy.

Some CSAs felt there was lack of clarity of what constitutes an MSP and it would be useful to have some guidance on MSP functioning, for example around:

- How often is an MSP expected to meet?
- What should the aim of the MSP be? Does the MSP mainly have a strategic or operational function or both? What works best in terms of existing models within specific contexts that could be shared
- Which stakeholders should be represented?
  - For example – for civil society it is essential that one of the civil society representatives be the elected CSA leadership that results from a democratic and inclusive progress across civil society in the country. Representation on the MSP should be active and true participation and not symbolic. If this is not possible, it should be clearly stated and there should be some impetus from countries to explain why given a specific context to the SUN Movement Secretariat Country Liaison Team.
- What are some processes to encourage MSP membership engagement and support?
- Should countries be encouraged to strengthen existing coordinating mechanisms over creating new ones as a priority?
- How can MSPs be strengthened?
- What should MSPs consider as essential activities (e.g. developing a conflict of interest policy and putting a mechanism to prevent and manage any perceived, potential or actual conflicts of interests; developing multi-sectoral costed plan (based on existing guidance and ensuring costing of MSP and networks functioning); doing a contextual analysis, collecting baseline data through multi-stakeholder mapping efforts (with strong support from the UN network for SUN) to inform the development of a CRF; having a jointly owned accountability mechanism in place to ensure mutual accountability; decentralising...)

The SUN CSN has mapped out registration and legal identity concerns in the network but national legislation and differing legal regimes need to be understood. A webinar was held on the topic of registration for CSAs but further guidance and dedicated support in the area of governance would assist this greatly.
What are some of the processes that should be in place to support good governance practices for the MSP?

What are some means to ensure gender balance representation on the MSP?

Can there be guidance on existing models of decentralisation of the MSPs?


Key Area of Change 4: CSAs contribute to better accountability in SUN Countries

<table>
<thead>
<tr>
<th>EXPECTED OUTCOMES</th>
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<tbody>
<tr>
<td>CSAs agree on the data needed to track progress and its sources, and where necessary, initiate tracking processes.</td>
</tr>
<tr>
<td>CSAs assist national authorities and their in-country SUN platforms to track progress transparently and use results to help policy makers within the platforms to encourage more effective programming</td>
</tr>
<tr>
<td>Global CS network monitors the contribution of CSAs to accountability and advises on optimal ways to do this</td>
</tr>
</tbody>
</table>

All MPTF funded CSAs are engaging in the development of in-country platforms to track progress and fine-tune nutrition programming. As alliances become more coherent and effective (Key Area of change 1), accelerations in this area continue to be observed and the more visible and influential the alliance, the more powerful its demand for accountability.

Progress & Analysis

CSAs are demonstrating great progress in contributing to accountability in SUN countries

Civil society has a key role to play in strengthening accountability by:

- Advocating for the establishment and functioning of national and sub-national multi-stakeholder accountability mechanism, underpinned by strong conflict of interest prevention and management policies and processes, based on principles of mutual accountability and true to the SUN movement principles of engagement;

- Ensuring communities and citizens are actively engaged in all processes and able to hold to account on commitments made in terms of addressing malnutrition at national and sub-national levels (e.g. social audits like in Guatemala; civil society assessment report like in Ghana and Peru);

- Advocating for nutrition prioritization beyond political cycles to ensure sustainable support of nutrition efforts on the ground (all CSAs cf section on Key Area of Change 2)

- CSAs ensuring civil society itself is accountable and off-budget financial investments tracked in a transparent manner

- Contributing to increased investment in nutrition through budget analysis (E.G. Malawi and Niger) and corresponding advocacy efforts in order to ensure adequate investment (e.g. Ghana, Madagascar) supports effective delivery at sub-national level and actual delivery on commitments.
CRFs – a basis for accountability

CRFs developed by the multi-stakeholder platforms can be used as a basis for accountability. CSAs can play a key role in advocating for quality CRFs are developed according to the principles of engagement of SUN (e.g. Bangladesh, Ghana, Guinea, Kenya, Kyrgyz Republic, Laos PDR, Myanmar, Niger, and Senegal) and supporting continued or improved functionality of national and sub-national multi-stakeholder platforms.

CSAs also play a role in ensuring, where CRFs are in place, CRFs inspire a national and sub-nationals accountability mechanisms (e.g. El Salvador, Guatemala, Madagascar, Malawi, Mali, Mozambique, Nepal, Nigeria, Peru, Rwanda, Sri Lanka, Uganda, and Zimbabwe).

SUN CSN publishes an accountability think piece on nutrition with key case studies

“The think piece presents the importance and value of accountability for nutrition – why strengthening accountability at all levels is essential to ending malnutrition in all its forms; How Civil Society Can Promote Accountability – the crucial role that civil society must play in ensuring actions and investments impact on those affected by malnutrition; Case Studies on different approaches to strengthening accountability - Peru, Zimbabwe, Malawi, Zambia, Tanzania, Sri Lanka, and Nutrition for Growth; Key issues and recommendations – the 10 most important issues for civil society to consider and recommendations for approaches to these issues.

10 recommendations

1. Accountability is about holding to account on commitments: Advocacy work needs to include ensuring SMART national, regional and international commitments on nutrition by governments, donors and private sector, including around 2016 Rio summit goals.

2. Nutrition accountability needs a multi-stage, multi-level & multi-sector approach: CSAs will achieve greater impact if they work across the whole Social Accountability system, rather than just on one specific accountability tool, at one level or with one sector;

3. Nutrition accountability needs a multi-stakeholder, consensus-building approach: a non-partisan approach helps bring in people from all sectors and levels, into a collective force for more effective nutrition efforts and results;

4. Accountability needs a multi-media approach: CSAs should apply creative communications strategies, using traditional and social media, to ensure consistent messaging and broad outreach;

5. Accountability needs the right data: CSA advocacy is needed for greater investment in more frequent data collection and transparency on nutrition outcomes, results, coverage, budgeting and expenditure, including participatory data collection involving civil society;

6. Multiple strategies that evolve over time are needed to respond to the changing context: accountability strategies need to be adapted over time, adjusting to changes, opportunities and bottlenecks that emerge, and based on deep understanding of the context, and the power and incentives of different actors;

7. Use different tactics for engagement: CSAs need to apply a mix of tactics in their accountability work, promoting collaboration, consensus-building and mutual accountability;

8. Connect with enforceability mechanisms within Government: CSA accountability work needs to link civil society “voice” with the “teeth” of systems within Government; (such as internal performance management systems, audit, legal systems, etc.).
9. **Increasing the focus on women in nutrition accountability processes is essential**: Ensure a specific focus on gender and nutrition in all accountability and advocacy work.

10. **Promoting accountability means also “walking the talk” on accountability**: CSAs need to “Walk the talk” and ensure their own accountability. CSN should promote greater sharing of experiences and tools for accountability of CSAs. – cf At a Glance section

**Case studies**

- **Peru**: Working together for accountability for nutrition
- **Zimbabwe**: Engaging Parliamentarians for Accountability
- **Malawi**: Budget analysis and advocacy for Increased Investment in Nutrition and Accountability
- **Zambia**: The Art & Science of Budget Analysis
- **Tanzania**: Tracking Nutrition Funds at Local Level
- **Nutrition for Growth**: Following the Funding
- **Sri Lanka**: Accountability for compliance on the International code for the marketing of breast milk substitutes

**Other emerging examples:**

- **Guatemala CSA leads a social audit** (monitoring implementation of the national plan in hard to reach communities where stunting rates can be as high as 90% for children under 5) – cf At a Glance section
- **Myanmar CSA** is piloting a mobile application to facilitate community level monitoring of the compliance of the BMS code – cf think piece
- **Niger and Nigeria CSAs** are conducting budget tracking efforts from national to sub-national level using citizen forums/committees to ensure the allocation, disbursement of funds to ensure activities reach all, including the hard to reach.

SUN Civil Society contribution to improving accountability in SUN2.0

- “As a SUN CSN, contribute to these efforts both in the shaping and advocacy to ensure accountability is strongly built into SUN2.0 – this is a priority for our network
- **Promote cross-learning** including conducting learning routes which will support cross-learning between up to 10 countries through 2 learning routes
- **Promote internal accountability** within the CSN and CSAs and across CSOs engaged in the movement through: improved tracking of CSO spending on nutrition-specific and nutrition-sensitive interventions; development of accountability and monitoring frameworks (tracking mechanisms, internal audit, process manual that ensures trackability, documents clearly outlining roles and responsibilities of various actors); accurate reporting on CSO commitments.
- **Promote multi-sector multi-stakeholder accountability systems by**
  - Supporting CSAs in their advocacy for establishment of accountability systems in countries that are accountable to the communities suffering from malnutrition and mechanisms to hold to account
  - Contributing to developing simple mutually owned M&E frameworks
o **Holding governments accountable** of their action and commitments - Monitoring service delivery and budget tracking at all levels of program implementation, annual balance exercises (e.g. Peru), social auditing

o **Strengthening budget analysis and tracking**

- Advocating for and improving focus on capacity building and field programs; for transparency at all levels

- Contributing to follow up of global efforts (N4G, ICN 2) to strengthen accountability and contribute to the Global Nutrition report ensuring civil society participation in all processes

- Continue improving transparency, information sharing and good communications practices within and outside of the SUN movement”

**Extract from the civil society network response to the ICE report**

As the SUN Movement develops the accountability dimension of the SUN road map, the contribution of expertise from civil society in this area will be essential.

Civil Society is walking the talk of accountability

Some examples include:

- 12 CSAs making strong commitments, including to ensure they are tracked through the West Africa a civil society declaration for Nutrition in Dakar, Senegal on May 4, 2016. The declaration also calls for increased financial commitments from governments for nutrition.

- Civil Society makes commitments at Nutrition for Growth and accounts for progress on delivering these commitments on an annual basis in the Global Nutrition Report.

- Civil Society makes commitments at the Second International Conference for Nutrition.

CSAs are being accountable to their constituency and promote internal accountability through improved members engagement

Several CSAs are reporting applying accountability as a key principle of their alliance efforts (e.g. Burundi) with some having annual workshops reporting on annual efforts (e.g. El Salvador and Ghana). Almost all CSAs hold annual general members assembly, which is also an opportunity to account for efforts.

The ICE report highlights the need for improving accountability of efforts, including transparent network plans and implementation of a SUN accountability mechanism. In response to this weakness, the SUN CSN has now incorporated accountability as a core part of its 2015 work plan.

CSAs contribute to essential efforts providing favourable environments for accountability strengthening

CSAs contribute to essential efforts providing favorable environments for accountability strengthening such as advocacy efforts to ensure nutrition prioritization beyond political cycles, ensuring nutrition visibility both with decision and policy makers but also in communities and local populations, conducting behavior change communication efforts and actively engaging social movements and communities to hold to account on commitments made, ensuring nutrition political will sits at the highest level in government (e.g. advocacy efforts in Malawi and Kenya) and that MSPs are functional through coordination capacity for nutrition sitting preferably in a neutral ministry (e.g. planning, finance) as opposed to sectorial ministry (cf In Practice brief on multi-stakeholder working).
Civil society can play both a constructive watchdog role and an implementing on the ground role. Within the SUN umbrella, the dual role civil society plays of implementers on the ground and watchdog can be managed in a positive and constructive manner.

Accountability is happening in many countries and civil society are playing a key role and these efforts are being systematised through formal national and sub-national accountability mechanisms.

Many CSAs are contributing to better accountability in SUN countries and these efforts are being systematized through formal national and sub-national accountability mechanisms.

Reflections

Accountability, conflict of interest’s prevention and management policies and processes and alignment all interlinked and inter dependent.

Role of civil society as a voice of society holding to account of commitments is increasingly accepted as CSAs in SUN countries demonstrate this can be done in a constructive manner.

Accountability is underpinned by quality of costed plans and CRFs and all stakeholders truly embracing the SUN movement principles of engagement.

**Key Area of Change 5: The collective of CSAs are a functioning learning network**

**EXPECTED OUTCOMES**

- CSAs put in place mechanisms promoting mutual learning from best practices on advocacy and engagement to generate sustained commitment to SUN.
- Global CSO network effectively supports national CSAs, sharing lessons, tools, providing advocacy advice
- CSAs develop strategic plans and locate finance for longer-term sustainability
- CSAs produce reports on achievements and contributions to national priorities and the SUN movement

**Progress & Analysis**

SUN CSN is increasingly becoming an enabling learning network

As the implementation of activities of the nine CSAs funded through the first phase of MPTF funding are experiencing impressive progress in some cases and as the newly funded CSAs get established, cross-learning has greatly improved in 2014 both facilitated by the SUN CSN and initiated by countries themselves. The cross-learning was scaled up an accelerated in 2015 through continued CSN support and increasing connections happening across CSAs, facilitated by key opportunities like the SUN Global Gathering, Communities of Practice convening’s, CSN member organized workshops. This has led to the demand from CSAs to the CSN for investing in the regional approach and emerging regional hubs.

SUN CSN continues to play a key role in fostering cross-learning:

One of the SUN CSN’s priority objectives is to facilitate capacity building of national Civil Society Alliances to contribute to effective multi-stakeholder, multi-sectoral, multi-level efforts towards scaling up nutrition and as such the SUN CSN support cross-learning as a key means towards achieving this, through:

- Coordinating and holding a series of thematic, skill building and experience sharing webinars
- Facilitating twinning exchange (virtual and through field visits)
- Ensuring participation of CSA representatives in SUN global gathering and Communities of Practice convening’s
• Providing regional opportunities for cross learning
• Supporting regional hubs / discussions
• Providing updates with focus on specific issues
• Ensuring contribution from civil society efforts as part of larger in country efforts to SUN movement wide in practice briefs (e.g. Conflict of interest, gender and women empowerment, ...)
• Contribution to the SUN movement Communities of Practices
• Conducting field visits to better understand the breadth of CSA efforts and the contexts in which these efforts take place to then inform tailored and targeted cross-learning
• One on one support for governance, conflict management and advocacy efforts
• Active support from SUN CSN members
  “INGO members of the CSN provide a significant amount of support to CSAs through country offices. Activities include capacity building, facilitating cross-country learning, hosting CSA Secretariats and providing administrative support, advocating for the establishment of CSAs. Examples of specific financial and technical support provided by INGOs can be found in the ICE report.” Extract from the ICE report

Twinning exchanges (both virtual and through field learning exchanges) are organically multiplying:

Twinning exchanges (both virtual and through field learning exchanges) are organically multiplying. The CSN and CSN members sometimes play a key role in fostering exchanges, however increasingly CSAs are taking the leadership in creating these cross-learning opportunities. CSAs regularly feedback that the role of the CSN in continuing to create opportunities for such cross-learning to strengthen capacity and unlock innovation is absolutely essential.

SUN CSN secretariat is essential in conflict management

Though the CSN members are increasingly contributing to support CSA efforts, the role of the SUN CSN secretariat is essential in conflict management. CSN secretariat staff play a more neutral role and have more validity to support country CSA conflict management, as CSN members can be perceived to have an agenda just by pertaining to a specific organisation.

SUN CSN systemises learning through the network

Learning routes – a great cross-learning opportunity for the network

In 2015, the SUN CSN successful secured 1,020,921 USD from the CIFF as part of a larger Save The Children grant to implement learning route methodology in support of country support and experience exchange in 2015-2017. The Learning Route program started its implementation in January 2016. Two Learning Routes in two regions (East and Southern Africa and Asia) are being organized targeting at least 50 representatives from 14 different CSAs, and the benefits of the learning exchange is expected to reach out directly and indirectly a total of at least 200 civil society organizations. The program is implemented in strong collaboration with all the SUN networks and stakeholders external to the network and is building on the CSN efforts for long term, sustainable, effective and needs led cross-learning strategy, contributing to the enhancement of a receptive and dynamic environment for the establishment of two regional hubs (see SUN CSN Strategy for 2020).

A Learning Route is an on-going peer-to-peer training process (developed by Procasur Corporation) that makes room for discussion, analysis and reflection, while encouraging an active and mutual knowledge exchange between participants and their hosts. The ultimate aim is to develop the ability of the Learning Route’s
participants to identify potentially useful innovations that can be adapted and then applied in the framework of their organizations in their own country. The alliances will benefits from the knowledge shared by the participants who will promote cascade capacity strengthening. During the Learning Route the participants will be able to: a) identify and examine innovative and successful initiatives promoted by Civil Society Alliance members to scale up nutrition at community, provincial and national level and understand the process and the factors that brought the success and analyze the potential for scaling up/out. b) recognize modalities through which civil society enhance national and local policies and strategies to effectively address nutrition problems with a special focus to vulnerable and disadvantaged population. c) recognize efficient mechanisms to make policy makers (at community, provincial, national and international level) accountable in addressing nutrition to civil society d) identify effective social mobilization and communication strategies to raise awareness on nutrition-sensitive issues and to promote behavioral changes. Macro areas of learning identified by the participants are: policy review, policy tracking, engagement and stimulation of multi stakeholder platforms; budget tracking, advocacy, communication, data collection and sharing for monitoring and accountability, social mobilization, campaign development, communication and awareness; good governance, accountability and participatory processes.

These Learning Routes will be a means to strengthen capacities of CSAs according to priority needs identified by the CSAs and will be a great contribution towards institutionalizing learning through the network.

Regional hubs are getting more established and have huge potential to accelerate cross-learning

In addition to these efforts, the regional groups that were starting to arise in 2014 are starting to gain momentum in 2015. With the right investment and capacity, these regional hubs have a huge potential to accelerate progress across SUN countries and across the Movement. Ensuring investments in regional efforts is a multi-stakeholder effort is essential in SUN 2.0.

Emerging functions of the groups:

- **Fostering cross-learning and exchange of best practice:** Share information and learning, systematise/document experiences

- **Join efforts for regional impact and promoting good nutrition:** Connect with multiple stakeholders and jointly lead a regional strategy to successfully eradicate malnutrition and promote good nutrition in the region calling for increased investments in nutrition and accountability.

- **Fundraise for their functionality**

Each regional hub is taking on a different focus depending on the regional context. For example, the Latin American Network of CSAs has identified priority themes to guide their efforts:

- **Double burden** – increase focus to include obesity and generate more evidence on double burden and effective interventions. Start addressing the controversial engagement of food industries in SUN

- **Budget tracking** – document experiences of countries in the region to share with the SUN Movement

- **Return on investment** – analyse the impact of investment in reduction of chronic malnutrition and good nutrition, at the local and national level. Existing studies can help in this area

- **Holding to account** - Experiences from government at local and national level and the role of CS in promoting accountability and holding to account

- **Food security** – contribution of food security to the reduction of chronic childhood malnutrition. Relationship between food security and nutrition security and how this relates to the reduction
of chronic childhood malnutrition. Documenting evidence of the role of family farming in the reduction of chronic childhood malnutrition and good nutrition.

Some regional hubs are expanding beyond SUN countries to include other countries actively engaged in eradicating malnutrition.

Global and regional events provide opportunities for cross-learning

The SUN Global gathering and Communities of Practice convening in 2015, as well as CSN member organised events and GNR launches enable cross-learning between countries (e.g. East Africa GNR launch, ACF advocacy workshop in West Africa). The SUN global gathering provides a key forum for cross-learning and inspires SUN actors in countries. Many CSAs are calling for an annual CSN meeting and gathering. Limited resources make this a challenge. The CSN continues to explore creative solutions to respond to the needs of the network.

Cross-learning accelerates CSA efforts

Some of the later established CSAs seems to experience good progress in general and the SUN CSN secretariat believes this could be in part due to an increasingly strengthened learning network between SUN countries.

Learning and sharing of ideas have enriched the SUN countries through different ongoing seminars, global meets, workshops, national and international summits the SUN countries.

The SUN movement is a true learning network and valued by country stakeholders

SUN stakeholders need to strengthen and multiply learning exchange opportunities

Both SUN wide cross-country learning exchanges and intra-country learning exchange at subnational levels are of great added value and opportunities for such learning exchanges should be multiplied. Financial support for such exchanges can add incredible value and enable acceleration of efforts across the Movement and civil society. More support should be built into national plans and donor funded and supported programmes.

Challenges

Revising the SUN CSN model

“The Evaluation Team believes that there is a need to revise the model of the global CSN. The current model, whereby the Secretariat takes on responsibility for a large proportion of activities is not sustainable.”  

Excerpt from the MPTF evaluation report

As the SUN CSN defined its strategy and specific contributions to the SUN road map in SUN 2.0, the CSN model was revised to address recommendations of various reports. Looking to the future, the CSN continues to explore modalities to maintain a light structure whilst responding to the growing needs of a growing movement. Membership engagement is a key priority for SUN CSN in SUN 2.0.
Chapter 5: Achievements of SUN Movement MPTF Window III - Support for strategic pieces of work

SUN Movement M&E framework

During the Management Committee meeting held in December 2012, it was agreed to activate SUN MPTF Window III to develop an approach for measuring the progress and effectiveness of the SUN Movement over the period 2013-2015. The total of funds made available to this exercise amounted to USD 60,000 (including 7% indirect cost recovery). With UNOPS acting as the PUNO, the SUN Movement Secretariat contracted MDF Training and Consultancy to work with the Secretariat to develop the M&E framework of the Movement.

The SUN Movement M&E framework was developed and initiated in 2013. The M&E Framework, using an outcome mapping approach, assesses behavioural changes of key stakeholders at the institutional level in their efforts to support scaling up nutrition. It is based on the four processes that underpin the SUN Movement. For each of the four processes, progress markers are identified which serve as stepping stones to achieving the ultimate results of the process.

A Baseline Report was finalized in June 2013 which provides a comprehensive picture of the situation across the SUN Movement in September 2012. In 2014, the M&E Framework became fully operational with the development of practical tools for data management and country self-assessment of progress. Data collection through self-assessment workshops by in-country stakeholders was employed to assess the institutional changes happening. Self-assessment was chosen to increase ownership and mutual accountability of the reporting progress in the SUN Movement. With technical support from MDF Training & Consultancy, tools for in-country self-assessments and reporting were designed and shared with SUN Government Focal Points. The SUN Movement Secretariat undertook two pilot workshops in Rwanda (March 26, 2014) and Burkina Faso (April 4, 2014) to test and refine the self-assessment tools. Further technical support was provided upon request through individual calls with countries to clarify the assessment tools, methodology and the reporting process. Self-assessment was chosen to increase ownership and mutual accountability of the reporting progress in the SUN Movement. For 2015, the data collection tools were slightly revised by the SUN Movement Secretariat to address comments raised by countries on the 2014 process. Emphasis was placed on assessing progress as a multi-stakeholder platform while individual networks provided examples of their specific contributions. The Secretariat provided technical support to countries on the assessment and reporting process. Information received from the self-assessment

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14 MDF is a global training and consultancy agency, with experience as results-oriented learning facilitators in international co-operation. More information about MDF can be found here.

15 As outlined in the SUN Movement Strategy, when Countries join the SUN Movement, Governments 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 CRF; and 4) Ensuring financial tracking and resource mobilization (around a CRF).

16 The cost for this assignment by MDF was paid of the budget of the SUN Movement Secretariat.

17 For more information about the 2014 self-assessment please refer to the 2013 Annual Report of the SUN Movement MPTF.
exercises undertaken voluntarily by countries was analysed by the SUN Movement Secretariat and used in the preparation of the 2015 Annual Progress Report.

Between 1 May and 20 July 2015, 43 out of 55 countries that joined the Movement before September 2014, voluntarily assessed their progress against the four processes that underpin the SUN Movement. This represents an improvement compared to 2014 (where 37 out of 40 countries that joined the Movement before September 2013 undertook the self-assessments). 30 of these 43 countries that submitted their self-assessment reports for 2015 had also undertaken the same exercise in 2014. For countries that were unable to undertake the exercise, a narrative of progress on the four processes was submitted for the 2015 Annual Progress Report of the SUN Movement. For country self-assessments, SUN Country Government Focal Points convened members of their multi-stakeholder platform to jointly discuss performance on each of the progress markers. Scores were awarded to each of the progress markers after thorough discussion; evidence was provided to justify scoring. Following the joint assessment of changes in the past year, the different networks in the multi-stakeholder platforms were also allowed to outline their contribution. The report from the self-assessment was circulated to all members of the country multi-stakeholder platforms for validation. This was then shared with the Secretariat for further analysis, especially of emerging patterns across the Movement. In-country stakeholders have expressed the view that the self-assessment exercise enabled members of the national multi-stakeholder nutrition platforms to work together, assess progress against the processes for Scaling Up Nutrition, examine results achieved and importantly identify key challenges.

While the 2014 monitoring exercise allowed full operationalization of the M&E Framework of the SUN Movement through practical tools for data management and country self-assessment of progress, the exercise repeated in 2015 helped to strengthen the process as an effective way of consistently using the same methodology to measure progress overtime. With the level of consistency achieved, it helped to identify countries performing well on particular progress markers. This is useful for peer-learning amongst countries. The SUN Movement 2015 Annual Progress report was largely prepared with information from this monitoring exercise. The data from the country self-assessments was also used in the production of the first Global Nutrition Report 2015.

The Independent Comprehensive Evaluation (ICE) of the SUN Movement reviewed in detail the M&E Framework of the SUN Movement. It concluded that reliable monitoring and objective evaluation are essential for the SUN Movement, which depends on rapid learning and adaptation. The approach adopted in the current M&E Framework has been considered by the evaluators too subjective and not sufficiently focused on in-country M&E requirements and recommended that the M&E system is revisited in time for the beginning of the new strategy of the SUN Movement. In 2016 the SUN Movement Secretariat is revising and further refining the current M&E system that will support the second phase of the SUN Movement so as to be able to capture the multi-faceted nature of malnutrition by looking at concerted actions from both national and international stakeholders.

Independent Evaluation of the SUN Movement MPTF

The Management Committee commissioned an independent evaluation of the SUN Movement MPTF and during their meeting held in May 2015, the ToRs of the evaluation were approved and a total budget of USD 203,424 (including 7% indirect cost recovery) was awarded. With UNOPS acting as the PUNO, the SUN Movement Secretariat worked on the recruitment of the evaluation team. The evaluation started at the beginning of September and submitted the final report in April 2016. [For more information about the evaluation please refer to Chapter 7 of this report]

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18 ICE of the SUN Movement, page 102
Chapter 6: Challenges with the operation of the SUN Movement MPTF

This chapter aims at providing an update on challenges and opportunities in relation to the administration of the SUN Movement MPTF that were identified in the 2013 and 2014 Annual Report of the SUN Movement MPTF. It also identifies findings, conclusions and recommendations of the independent evaluation of the SUN Movement MPTF relevant to these particular challenges.

Challenge 1: The use of the SUN MPTF logframe as a basis for learning and sharing

A challenge identified in the 2013 and 2014 Annual Reports of the SUN Movement MPTF was the use of the SUN MPTF logframe and how to make it more a tool for learning and sharing. Today the logframe is used by grant applicants as guidance in preparing their proposals, and to make sure that the quality and contribution of a project contributes to the four strategic objectives of the Movement. However when it comes to the grant implementation, grantees are not asked to adopt or report back on the outcomes and indicators of the logframe. Some CSO stakeholders expressed the view that the types of outputs and activities in the Window II section of the MPTF logframe are too restrictive and there is a need to focus more on social change outcomes. This light-touch approach was intended to create space for flexibility and innovation, especially allowing each CSA to adapt to the architecture, processes and politics for scaling up nutrition in their country. This is because often the signs of progress in scaling up nutrition do not manifest in ways that can fit exactly a logframe box with indicators.

In order to enhance steering and learning across the MPTF grants two main directions were presented by the SUN Movement Secretariat: in the short term, revising the SUN Movement MPTF proposal and reporting templates in order to enhance learning by encouraging more explicit analysis of the achievements, lessons and challenges of each project. In the longer term, the SUN MPTF logframe and its Theory of Change will most likely require extensive reflection and revision by less focusing on outputs and activities and more on social and behavioural change by CSAs.

No specific actions have been taken in 2014 or 2015 for SUN Movement MPTF proposal and reporting templates considering that the fund is ending in December 2016. No actions either have been taken to revisit the M&E approach of the current SUN Movement MPTF or revisiting its Key Areas of Change.

Independent Evaluation of the SUN Movement MPTF

The validity of the current logframe and the Theory of Change underpinning Window II was part of the areas for assessment by the MPTF evaluation. The evaluation concluded that in relation to a new pooled fund within the SUN Movement the following recommendations shall be taken into account:

- A SUN Movement pooled fund theory of change should be developed coherent with the overall Theory of Change of the SUN Movement developed during the ICE of the SUN Movement (Mokoro 2015).
- The SUN Movement pooled fund Theory of Change should illustrate how the funded activities in each of the windows will achieve their objectives and contribute to the overall strategic objective of the Fund and the Movement as a whole.
- A key aspect of the Fund theory of change is that the enhanced participation of civil society actors and businesses will lead to improved policies, plans, capabilities and aligned and scaled up actions by all stakeholders, thereby resulting in the improved nutritional status of all citizens.

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19 See Annex III – SUN Movement MPTF Logframe
Challenge 2: The roles of Participating UN Organization, Implementing Partners, CSN Secretariat and SUN Movement Secretariat

The SUN Movement MPTF ToRs and the SUN Movement MPTF Management Committee ToRs and Rules of Procedure define the roles of the Management Committee, PUNOs and the SUN Movement Secretariat. However, it does not provide explicit guidance in relation to the roles and responsibilities of the PUNOs vis-à-vis the Implementing Partners or the SUN CSN Secretariat. It was therefore recommended by the Management Committee to develop generic guidelines on key management issues in order to ensure greater clarity in relation to the roles and responsibilities of each actor involved.

The SUN Movement Secretariat, with support from the MPTF Office carefully reviewed the existing governance documents and developed a draft Supplementary Guidance Note on Roles and Responsibilities to help improve the administration of the SUN Movement MPTF. The Supplementary Guidance Note aims to provide more precision on the roles of the PUNOs as well as the SUN CSN Secretariat which was not fully established at the time the existing foundation documents were drafted. It highlights the specific sections of the existing governance documents where roles and responsibilities are defined. Moreover, it also examines the key phases of the project cycle, identifying key functions and proposing clarifications where it was deemed appropriate. These include project preparation, approval and finalization, fund transfer and reporting and project revision requests.

Independent Evaluation of the SUN Movement MPTF

The governance architecture of the fund, its working models and its decision, fund transfer, implementation and reporting processes have been part of the scope of the independent evaluation of the SUN Movement MPTF.

During the evaluation, some stakeholders expressed the opinion that the MPTF’s ToR, Management Committee TOR and Rules of Procedure should have provided greater clarity on the roles and responsibilities of each actor involved, particularly in relation to fund transfer timelines and processes, monitoring and reporting. The Supplementary Guidelines were developed to provide greater clarity on the roles and responsibilities of PUNOs, as well as the global CSN. [...] However, some informants feel that there was a need for greater clarity on timeframes for fund transfers, budget revisions and other processes as well as better guidance on reporting requirements. It was suggested that the Fund has lacked Standard Operating Procedures setting clear benchmarks for the performance of PUNOs and other stakeholders.

The table below summarises the conclusions of the Evaluation Team regarding the strengths and weaknesses of the current SUN Movement MPTF.

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22 SUN Movement MPTF ToRs and SUN Movement MPTF Management Committee ToRs and Rules of Procedure (revised May 2013) are available at the MPTF Office GATEWAY and on the SUN Movement website.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fund management and allocation decisions</strong></td>
<td>Management Committee ensured funded projects were relevant to the SUN Movement Strategy and made timely funding decisions</td>
<td>Lack of performance standards, e.g. timeframes for disbursement of funds between signing of PUNO/IP agreements and disbursement of funds. The timeframes for applications were very short for the 2nd round of funding</td>
</tr>
<tr>
<td><strong>Resource mobilisation</strong></td>
<td>Donors to the SUN Movement MPTF showed strong commitment to the overall SUN Movement Strategy</td>
<td>Tendency to provide earmarked funds Lack of other donors engaging limited coverage and impacts MC might have done more to mobilise additional resources</td>
</tr>
<tr>
<td><strong>Fund administration – Administrative Agent</strong></td>
<td>MPTF Office played role of Administrative Agent efficiently and effectively at low cost</td>
<td>There were no observed weaknesses of the role played by the MPTF Office in the administration of funds. However, existing MPTF procedures are not always appropriate for the disbursement of small grants where UN agencies are not the implementing organisations,</td>
</tr>
<tr>
<td><strong>Fund administration – PUNOs</strong></td>
<td>Some PUNOs contributed significant amounts of their own resources at head office and country office levels. Some PUNO country offices were effective and efficient in performing their roles.</td>
<td>In general, PUNOs slow to transfer funds and process project revisions Admin fee did not cover costs. Capacity diverted from other essential business</td>
</tr>
<tr>
<td><strong>Technical Secretariat</strong></td>
<td>The SMS played its role efficiently and effectively despite not gaining additional capacity</td>
<td>The MPTF responsibilities placed significant strain on SMS staff at peak periods</td>
</tr>
</tbody>
</table>

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### Challenge 3: Expectations for timely transfer of funding

Most of the projects start dates were delayed due to the lengthy fund transfer from the PUNO to the recipient organization.

At its meeting in December 2012, the Management Committee agreed that PUNOs should make the first annual transfer to CSAs within two weeks of the receipt of funds from the MPTF Office. Experience has shown so far that none of the PUNOs have been able to meet the two week timeframe established by the Management Committee. While the MPTF Office has performed consistently within the defined timelines securing all the transfers to PUNOs within 3-5 business days from Management Committee decision, on average there has been a 6.5 month delay in the transfer of funds from the PUNO to the Implementing Partner\(^25\).

Among the major challenges to a timely transfer of funding from the PUNO to the Implementing Partner is the intense and time-consuming amount of work which has to be carried out by the PUNO and the Implementing Partners in refining the project documents after funding has been transferred from the MPTF Office. Often the PUNO needs to establish their own internal mechanisms to accommodate to the SUN Movement MPTF. Other challenges that have led to delays in transferring funding include the lack of clarity of the expected roles and responsibilities of PUNO and Implementing Partners, confusion over entitlement to indirect cost recovery and variations in the internal terms and requirements of PUNO. The time delay between transfers of funds from PUNO to the Implementing Partner also varies by PUNO [see challenge 4].

In March 2014, the Management Committee agreed for the SUN Movement Secretariat to initiate a process – working closely with the PUNOs – to review and update the Management Committee on the status of fund transfers to Implementing Partners. At the November 2014 meeting, the Chair of the Management Committee agreed that the Secretariat will continue to seek regular updates from the PUNOs in relation to the transfer of funding. This is then made available on the SUN website and shared with the whole Management Committee. This tool is offered to the Management Committee to better understand the significant steps that must take

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place after funds are transferred to the PUNOs and work to adjust timeframes appropriately. However, no concrete action has been taken in revising the current funding transfer framework as this would imply a full revision of the governance documents of the SUN Movement MPTF.

Independent Evaluation of the SUN Movement MPTF

The evaluation of the SUN Movement was asked to ascertain the opportunities and limitations that the current legal arrangement and governance mechanism of the fund has had in supporting the development and implementation of actions for scaling up nutrition and to understand how it compares to alternative sources of financing. In particular it was asked to look at the efficiency of the current fund and at any possible more efficient (in terms of administrative and transaction costs) and appropriate arrangement for pooled financing mechanisms in light of the new strategy of the SUN Movement.

PUNOs have to take a large proportion of the blame for the slow disbursement of funds to end-users and processing of no-cost extensions, whilst recognising that they did not have the systems in place to begin with to play the role efficiently and the administration fee received was inadequate. The technical support provided by PUNOs and REACH staff has been valuable, although both CSOs and UN agency staff recognise this is part of the role of UN agencies anyway. The main intended added value of the PUNOs was to ensure programme and financial accountability. However, there is significant variation between countries in the extent to which they were able to perform this role effectively.

In consultation with the MPTF Office, the Evaluation Team considered whether the weaknesses of the SUN Movement MPTF are unique or also experienced by other similar MPTFs.

The SUN Movement MPTF is relatively small in size and scope compared to most other funds hosted by the MPTF Office. Other funds tend to have a more strategic approach providing much larger grants to a wider range of stakeholders. In comparison, the SUN Movement MPTF has filled a niche in the form of support to civil society as well as provided ad-hoc support to the other 3 funded projects.

MPTF Office procedures have been developed for Funds that have provided multi-million dollar grants to support the implementation of programmes, where UN agencies have been the managing entity and often directly implementing activities. In contrast, the SUN Movement MPTF provides small grants mostly to support the establishment of independent civil society coordination mechanisms, where UN agencies have been careful not to be, or even appear to be, in a management role.

The relatively small size of the SUN grants has meant that it has been difficult to cover the costs of administrative and oversight functions and indeed to perform these roles to the required standards. PUNOs have experienced this constraint but also the lack of additional resources for the SUN Movement Secretariat has hindered its ability to play its technical support role to the full. Other MPTFs provide technical secretariats with up to 3% of total funds.

Challenge 4: Templates for proposal submission, quarterly and annual reporting

A revision and simplification of the SUN Movement MPTF templates for proposal submission and reporting (as included in the SUN Movement MPTF Management Committee ToRs and Rules of Procedure) was suggested in the 2013 SUN Movement MPTF Annual Report.

Any next phase of the SUN Movement MPTF will consider how to simplify the SUN Movement MPTF templates for reporting. In addition to the revised reporting template, a guidance for completing each template should also be developed. This would help grantees in providing more precise and analytical information, greatly reducing

the time required to review, process and finalize proposals and reports between PUNO, Implementing Partners and the SUN Movement Secretariat.

Independent Evaluation of the SUN Movement MPTF

The Evaluation Team concluded that the reporting requirements (i.e. quarterly reports) were considered onerous by many recipients and other stakeholders given the size of the grants. The MPTF proposal and reporting templates do not encourage very explicit analysis of the achievements, learning and challenges of each project against the shared theory of change for the SUN Movement MPTF Window II. Therefore, in the view of some informants, shared learning is compromised. Some CSO stakeholders expressed the view that the types of outputs and activities in the Window II section of the MPTF logframe are too restrictive and there is a need to focus more on social change outcomes. The Outcome Mapping approach used in the overall Movement M&E framework is seen as a useful approach for monitoring the progress of CSAs.

From the observations of the evaluation team, the quality and usefulness of quarterly and annual reports is limited by: the lack of clarity regarding the overall planned versus actual activities and costs of the CSAs and the contribution MPTF funds are making to this bigger picture; lack of practical examples of achievements; inadequate analysis of constraints faced, particularly internal ones within civil society; lack of forward looking presentation of activities, costs and resource gaps. In short, project reports appear to have limited value for learning purposes. This is despite the material on the SUN website and the MPTF Office Gateway presenting information well. If this information were combined with more granulated data from IP / PUNO reports on activities against the Log Frame with cross references to actual outputs, then all stakeholders would have a much better understanding of the issues facing the CSAs in each country.

It was recommended by the evaluation that in any new pooled fund:

- Implementing Partners should provide biannual and end of project narrative and financial reports. Reports on funded activities and expenditures should be placed in the context of the full programme of the stakeholders, in order to illustrate the specific contributions being made by the Fund.
- There should be a budget line for each project for annual independent verification of programme activities and financial expenditures.
- Funded activities should be reviewed within routine SUN M&E processes, i.e. in narrative reports the Implementing Partner would need to provide feedback and contact details of other members of national multi-stakeholder platforms and networks.
- Any verification and monitoring of the use and impacts of funds should be documented and made available to the Management Committee, Secretariat and Administrative Agent.
- Annual or semi-annual activity budgets and payment requests might be planned to avoid an excessive reporting for low-level budget items. Advance payment would be liquidated against invoices and activity reports period by period.

Challenge 5: Current arrangements for cost recovery of Implementing partners and PUNOs

The MoUs between the PUNOs and the MPTF Office allows only for indirect cost recovery in the amount of seven percent by the PUNOs. Funds approved for projects by Implementing Partners are assumed to be grants, consisting of direct costs. Experience in the operationalization of the SUN Movement MPTF shows that the current arrangements do not permit full cost recovery by PUNOs and Implementing Partners of their indirect

costs and this may hamper efficiency of operations. For example, throughout the finalization process of the nine projects approved in late 2012 and the additional 12 approved in 2013, delays in fund transfer occurred where issues arose in relation to the ability of Implementing Partners to recover indirect costs that they had incurred whilst carrying out project activities.29

With the current arrangements of the SUN Movement MPTF in place until December 2016, and no plans to raise additional funding against the current fund, the Management Committee has not opened the discussion on the cost recovery.

The independent evaluation recommended that any conversation on the appropriate host for a new pooled fund should consider that the Indirect Cost Recovery rates are kept to a minimum.30

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29 ICE of the SUN Movement, Annex K, page 234
Chapter 7: Evaluation of the SUN Movement MPTF

The Management Committee of the SUN Movement MPTF agreed to use funds available against Window III to commission an evaluation of the MPTF to take place in the second half of 2015. The evaluation of the SUN Movement MPTF started in September 2015 and finalized in April 2016. The SUN Movement MPTF evaluation final report and annexes are available on the SUN Movement website.

The objectives of the SUN Movement MPTF evaluation covered two dimensions: 1) assess the performance of the current MPTF in contributing to the Strategic Objectives of the SUN Movement (2012 – 2015), and 2) assess the need, and propose options for, any future catalytic, last resort fund within the SUN Movement (2016 – 2020).

On the first dimension, the evaluation analysed the factors that determined the performance of the SUN Movement MPTF 28 funded projects, by given due consideration to the extent in which the fund was adequate in relation to the catalytic, last resort funding needs of SUN Movement stakeholders. The evaluation assessed the role and work of the SUN Movement MPTF governance structures, the Management Committee and the SUN Movement Secretariat (in its role as MPTF technical secretariat) as well as its fund administration structures (the MPTF Office in its role as administrative agent; the PUNOs; and the Implementing Partners). The role and work of the CSN Secretariat was also evaluated.

The evaluation concluded that the MPTF funded projects made major contributions towards the Strategic Objectives of the SUN Movement (2012 – 2015) and that the current SUN Movement MPTF has been effective in helping to catalyse and enhance engagement by various stakeholders in national nutrition processes. It could therefore be considered that the SUN Movement MPTF has “catalysed the catalysts.” The extent to which the MPTF has been a last resort source of funds has been questioned. At least one of the case study findings proved that the MPTF was used as a first rather than last resort.

The performance analysis of the current SUN Movement MPTF has also concluded that funded CSAs and the global SUN CSN have helped to raise awareness of the importance of addressing malnutrition, enhancement of multi-sectoral policies and political commitments to scale up actions. However, the implementation delays of projects caused, inter alia, by slow disbursements from PUNOs to CSOs Implementing Partners was a recurrent challenge mentioned by interviewed stakeholders. The support provided by the CSN Secretariat was highly valued; nevertheless the evaluation team has recommended the need to revise the model of the global CSN.

The second dimension examined the need for a catalytic last resort fund by focusing on the areas requiring financial support to contribute to the objectives of the next phase of the SUN Movement 2016-2020. The evaluation concluded that CSAs and the global CSN will need to continue to access at least 45% of their total funding needs over the next five years from donors at the global level both for start up and running costs. It was also concluded that last resort funds are needed to catalyse national SUN Business Networks, particularly to support the participation of local, small and medium enterprises in policy making, and to strengthen the national capabilities identified in the SUN Movement Strategy.

In terms of the governances arrangements, the evaluation recommended that the decision making body of a new pooled fund should remain within the SUN Movement architecture. Three options for the administration of a pooled fund were put forward by the evaluation team and these include: the MPTF Office; UNOPS and the New Venture Fund.

Visioning of a new pooled fund to support the SUN Movement (2016 – 2020)

Following the finalization of the SUN Movement MPTF evaluation, a consultation process (Visioning) will shape the need, scope and design of a possible future pooled fund within the SUN Movement. For this, a Visioning Group will be established with participation of one representative of the CSN, one of the Business Network and
one of the UN Network and all the donors who are interested. The views of the SUN Countries will be represented by the SUN Movement Secretariat on the basis of the regular exchanges that the Secretariat has with SUN Focal points and multi-stakeholder platforms as well as the priorities identified during the joint-assessment exercise. The Visioning Group will be chaired by the SUN Movement Coordinator.

Based on the recommendations of the MPTF evaluation, the Visioning Group will identify the need for a possible future pooled fund supporting the strategy and roadmap of the SUN Movement in its second phase and will define the purpose and scope, theory of change, functioning and governance arrangements. The Visioning Group is expected to come up with one preferred scenario envisaged for a future pooled fund including the actions needed and the timeline for supporting its implementation and the partners responsible for those. The proposal will be presented to the new SUN Movement Coordinator by end of August 2016 and to the SUN Movement Executive Committee in September 2016 for endorsement. Based on their steer and endorsement, the ToRs and rules of procedure of a new pooled fund will then be developed.
Annex 1: Funding Transfer of SUN Movement MPTF Management Committee Allocations

WFP

The MPTF Management Committee agreed to provide support to 14 projects with WFP acting as the Participating UN Organization. Seven projects were approved in 2012 (Bangladesh, Ghana, Mali, Malawi, Mozambique, Nepal and Niger), four projects were approved in 2013 (Madagascar, Peru, Sri Lanka and Zimbabwe) and three in 2014 (Burundi, Rwanda and Senegal) for a total of USD 4,728,772.

The seven projects awarded in 2013 received their first annual tranche between April to July 2013. In 2014, they received their second annual tranche between June and July, while the seven additional project awarded in 2014 received their first annual tranche between March and July 2014. In 2015, 6 projects (Bangladesh, Ghana, Malawi, Nepal, Niger and Mozambique) received funding.

UNOPS

In December 2012, the MPTF Management Committee agreed to provide support to the Secretariat of the SUN CSN against Window II and to MDF Consultancy for the development of the M&E Framework of the SUN Movement against Window II with UNOPS acting as the Participating UN Organization. In November 2013 and then in May 2015 an expansion of support to the CSN Secretariat was approved. Two projects (Myanmar and Lao PDR) against Window II and one project (Learning Routes with PROCASUR) against Window I were awarded.

In 2015 a project for the independent evaluation of the SUN Movement MPTF was approved against Window III. A total of 6 grants have been approved with UNOPS as the Participating UN Organization for a total budget of USD 2,433,679.

All six projects received their 1st annual funding tranche disbursement between August 2013 and May 2014. PROCASUR has received the second tranche in April 2014 that that the CSN Secretariat has received all tranches against the first grant (awarded in December 2012) and the disbursements against the second grant approved in November 2013 and the budget increase approved in May 2015. No information is available to the SUN Movement Secretariat on the status of the other projects’ second and third tranches.

WHO

Delays in disbursement of funding have impacted on the implementation of activities in the three SUN Movement MPTF projects. Project no-cost extensions have been requested by all 3 countries and were granted by mid-2015. Expenditure rates have accelerated in 2015: both El Salvador and Guatemala have doubled their expenditure. However, one third of the funds still need to be used in those 2 countries. Therefore, both countries need to increase efforts to adapt their plans, prioritize implementation and ensure full use of the received funds. Uganda has now achieved 100% expenditure of funds.

UNICEF

For 2015, the “Addressing gaps on multi-sectoral costing and financial tracking for nutrition” project received its first (and only) tranche of USD 320,000 in March 2015. As of the 31 December 2015, S$206,088 had been expended (64% utilization) with a no-cost extension and budget revision approved by the Secretariat until May 2016. This extension has allowed the scheduling of the final Asia workshop that took place in April 2016.
Annex 2: Reviews of Civil Society Alliances (Annex 9 of the Independent Evaluation of the SUN Movement MPTF)\(^{31}\)

This Annex presents brief analyses of the 24 CSAs which were co-funded by the SUN Movement MPTF.

- "Objectives" are the intended changes using the MPTF funds. As the analysis has to be short, we have summarised the objectives.

- "Activities" are the most important activities implemented in relation to the objectives. Where possible, we state the % of MPTF funded activities completed and the % of MPTF funds spent to date.

- "Achievements" illustrate the most important successes the CSA has had in relation to the objectives. Where possible information is included on objectives which the CSA has struggled to achieve.

- "Factors" includes the most important circumstances which enabled or hindered the CSA in achieving its MPTF funded objectives.

- "Lessons & future priorities" key lessons learnt (e.g. how the CSA overcame hindering factors) and the top priority activities for the CSA in the next 5 years. We asked the CSA to stating how they are relevant to the SUN Movement Strategic Objectives for 2016-2020. However, responses to this question were limited.

Sources of information include reports submitted by the PUNOs, interviews conducted by the Evaluation Team, information available on the SUN Movement website, the CSN Blog and CSA websites, where they exist. It should be noted that some CSAs have limited documentation of their activities, achievements and factors influencing success.

Wherever possible we have used hyperlinks to direct the reader to further information on the activities and achievements off CSAs. Examples of outputs produced by some CSAs and not currently available on the internet are listed at the end of the Bibliography in Annex 7.

The CSN Secretariat is planning to enable each CSA to have a dedicated page on the forthcoming CSN website. It is hoped that these short analyses can be a basis for CSAs to improve the public availability of information on their work.

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Bangladesh: The CSAs for Scaling Up Nutrition (CSA for SUN)

### Basic Facts
- **Budget:** US$ 497,550
- **Start date:** 07-Dec-12
- **Original end date:** 30-Sep-15
- **New end date:** 30-Sep-15
- **Extension (months):** 0
- **PUNO:** WFP
- **Implementing Partner:** BRAC

### Objectives
1. Establish effective CSA
2. Share evidence to promote effective programmes
3. Influence national nutrition plan
4. Monitor progress

### Activities
- Conducted district and national level advocacy and awareness campaigns, including through media and with parliamentarians
- Developed capacity of local Non-Governmental Organization (NGO) members to do advocacy on 1,000 days and multi-sectoral approach for improved nutrition
- Produced brochures, advocacy video, booklets, policy briefs, public service announcements, newsletters and guidelines for district level activities
- Promoted adolescent nutrition through CSA members at national and sub-district levels
- Participated in World Breastfeeding Week, Safe Motherhood Day, International Midwifery Day and other special events
- Organised Global Days of Action on Nutrition, culminating in high level event in Dhaka
- Participated in drafting of Nutrition Advocacy and Communications Strategy for Bangladesh and worked closely with UN REACH to develop a template for an advocacy strategy and plan for nutrition at district level

### Achievements
- 190 CSA members from across the country and different sectors
- Raised awareness and developed capacity of local CSO members to do advocacy on 1,000 days and nutrition specific and nutrition sensitive programming
- Raised political and public awareness about the first 1000 days and breastfeeding, complementary feeding, and maternal and adolescent nutrition by organizing district and national level advocacy and awareness campaigns, through media and meeting with parliamentarians
- Motivated a group of MPs, including Minister of Health & Family Welfare, Minister of Culture, Chief Whip and Deputy Speaker of the Parliament, to establish a parliamentary caucus and pledge to combat malnutrition

In response to CSA for SUN work, government representatives made the following statements:

“Hunger free Bangladesh. This is our Commitment. "Honorable Minister Meher Afroze Chumki, MP, Ministry of Women & Child Affairs during Global Day of Action 2014

“l will raise the issue of malnutrition and profile of nutrition in the Prime Minister’s Office, and ensure that Bangladesh speaks loudly on nutrition” Director of Health, Prime Minister’s Office, Government of Bangladesh
• Achieved a commitment from the Director of Health in the Prime Minister’s office that he would support efforts to increase political commitment

Factors
• Political unrest in 2013 and 2015
• Tensions between CSOs during the establishment of the CSA
• Inadequate understanding of the government focal point regarding CSA for SUN’s authority and responsibility for advocacy in the country. Independence of CSOs not fully recognized (e.g. government nominating persons outside the CSA for participation in SUN meetings)
• Without endorsement of the Prime Minister and a high-level national launch of SUN, not much progress has been made on Objectives 3 and 4 (Bangladesh, 2014)
• Donors not fully aligning with government policies (e.g. RUTF). Good support from REACH, UN and Donor Networks

Lessons and future priorities
• Need to build in-county capacity & facilitate participation of local CSOs at national and sub-national levels, to influence policies & implementation
• Some in-country donor and UN informants believe that there is a need for CSA for SUN to be less reliant on its Secretariat and host organisation and empower its Executive Committee and wider membership to lead on advocacy
• Need for good connections and communication between the global SUN Movement Secretariat, the global CSN Secretariat and CSA for SUN
• Expand the membership of local CSO network to involve diverse CSO actors and ensure local ownership to mobilise resources locally.
• Initiate a national campaign to make nutrition everyone’s agenda
Burundi: The CSAs for Scaling Up Nutrition (CSA for SUN)

<table>
<thead>
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<td>Budget: $209,059</td>
<td>1. Establish effective CSA</td>
</tr>
<tr>
<td>Start date: 01-May-14</td>
<td>2. Multi-stakeholder national dialogue</td>
</tr>
<tr>
<td>Original end date: 30-Oct-15</td>
<td>3. Strengthen country accountability</td>
</tr>
<tr>
<td>New end date: 30-Sep-15</td>
<td>4. Enhance networking and learning of member organizations</td>
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<tr>
<td>Extension (months): 0</td>
<td></td>
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<tr>
<td>PUNO: WFP</td>
<td></td>
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<tr>
<td>Implementing Partner: World Vision</td>
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</tbody>
</table>

Activities

- A mapping exercise of the interveners in Nutrition and Food Security at the central level and in the 17 provinces in the country.
- Organization of CSA sensitization workshop
- Discussion of a road map on nutrition.
- Validation workshop of the network's ToRs
- Election of Executive Committee members elected for 2 years.
- Participation of CSA at Global Gathering and at the Second International Conference on Nutrition (ICN2).

Achievements

- The Multi-sectoral Food and Nutritional Security Platform (PMSAN) has existed since 2013 and institutionalised by presidential decree in February 2014 with CSA support
- The 2016-25 National Health Policy includes nutrition, was reviewed by the CSA
- Budget utilisation has been slow – the CSA may apply for an extension until the end of 2016, but that remains to be formalised.
- Of the 50% of funds used, the Burundi CSA appears to have been efficient and effective., e.g handwashing and vegetable garden (Gitega Aug 2014 report)
- October 2015, SUN-REACH Secretariat in Burundi organised a parliamentarians workshop
- It has reported well – the presentation of the logframe was well aligned with the Strategic Objectives and the 2014 Progress Report was concise.
- The aim to develop provincial CSO coalition committees is well aligned with the development of the CSA network itself.

Factors

- Oxfam shows Burundi worst in world (67% undernourished 37% underweight)
- Parliamentary elections reduced GoB involvement in the mapping exercise
- System for community level engagement and feed-back undeveloped.
- Donors not fully aligned with government policies (e.g. RTUF).
- Good technical and moral support from REACH, UNICEF and Donor Networks but the CSA has achieved modest results but with modest resources

*Lessons and future priorities*
- The CSA itself is very new: it does not seem to be leader on most achievements
- Utilise national and international expertise and finance to improve the CSA TOR
- Seek more effective ways to engage Government
- Provide more visual evidence and cross-references to the contribution of all CSA members and the CSA itself (photos, video, Minutes)
**El Salvador: The CSAs for Scaling Up Nutrition (CSA for SUN)**

<table>
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<tr>
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<td>Start date: 01-Jan-14</td>
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<tr>
<td>Original end date: 31-Dec-15</td>
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<tr>
<td>New end date: June 2016</td>
</tr>
<tr>
<td>Extension (months): 6</td>
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<tr>
<td>PUNO: OPS</td>
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<tr>
<td>Implementing Partner: Nutres, hosted by CALMA – Centro de Apoyo de Lactancia Materna</td>
</tr>
</tbody>
</table>

### Objectives
1. Functional CSO Platform
2. Communicate and Public Awareness on Nutrition
3. Joint Statement of Civil Society
4. Systematization and Training of Civil Society

### Activities

**Build a CSA**

- Establishing constitution of Alianza Nutres, coordination mechanisms, strategic plan, and common conceptual framework aligned to strategic and national policies.
- Strengthening the institutional capacities of the CSA

**Communication Strategy for Public Awareness on Nutrition**

- Design and implementation of the communication strategy, visibility, radio spots and awareness at national level and the 4 pilot municipalities.
- Create and strengthen networks of journalists at national and local level
- Develop forums, workshops, tours exchanges with public, private, civil society
- Design, reproduction and dissemination of educational materials

**A Joint Statement of Civil Society Members**

- Mapping of actors at local level.
- Design of the strategy for comprehensive, Intersectoral and gender actions
- Implementation of the intervention strategy in the four pilot municipalities.

**Systematized Result Of Creating The Experience Of The Alliance Of Civil Society.**

- Design and implementation of the strategy of systematization and dissemination
- Disclosure, dissemination and exchange of experiences and best practices among members of the local, national and regional alliance.
Achievements

- Launch of the Alliance of CSOs for the Sovereignty, Food Security and Nutrition. Held on August 27, 2014. Nutres has its Strategic Plan 2015-2017, and 2015 Operating Plan and operating procedures developed by the members with technical support from PAHO and CONASAN.

- CSA has a small number (7) of very committed and local members with a good variety of sectoral skills, led by CALMA, specialist in lactation, as well as CSOs in crops for nutrition, primary health care, education, drinking water, sanitation.

- Collaboration with other networks such as Mesa de Soberania Alimentaria.

- 74% completion rate reported against logframe. On track for completion.

- 80% of the Members of the Alianza are women.

Factors

- CALMA began work in January 2014, 6 months before MPTF resources arrived. Hence, Nutres was sustained initially by the CSO host and members, not by MPTF.

- Despite strong support from the Minister of Health and Government (national/local) collaboration, the CSA is powerless to unblock pro-nutrition legislation (opposed in the House since 2013 due to business-backed MP interests). (Municipal “ordinances” may provide a second-best route to nutrition policy.) The CSA has learned that including too much in legislation (incl. sugar tax) may threaten smaller advances.

- The Government nutrition agency CONASAN, is also part of the Alliance Nutres. Only CONASAN knew of MPTF funding, but has helped to ensure a link with Govt.

- Nutres is not the only alliance. Mesa de Soberania Alimentaria is another nutrition alliance focusing on SMEs, as well as CONASAN itself.

- 38% obesity rate among school children is an issue being confronted by Nutres.

- Financial sustainability: some small agricultural sales ($5K per annum) but own-revenue options appear limited.

- Relevance: logframe appears well aligned to the SOs of SUN. This 2 year programme represents the first steps in the development of the CSA. The concern is that without continuing the momentum, these first steps can be equally easily unravelled.

- Effectiveness: the work carried out represents an important advance forward in the capability of the CSA, which then needs to be applied in liaison with Government. The Alliance Nutres member reported that the members’ ability to have influence and lobby the Government is far greater together, while the Alliance itself provides a physical location for them to come together.

- Alliance staff actively support the adoption of the Law on Sovereignty and Food Security Act. The Minister of Health formed the Technical Nutrition Committee during the evaluation mission and thanked the Alliance. The work of some of the members on Healthy Eating in Schools has also been highly appreciated.

- Efficiency: the process of applying for funds is extremely slow. Good PUNO technical collaboration but burdensome: the budget was released via 27 cheques some for less than $100, all requiring separate applications and reporting. This could easily be made more streamlined. Funds absorption is also delayed thanks to the delay in signing the funding agreement between WHO and OPS.
Lessons and future priorities

- Consolidated and annual budget application would simplify grant implementation
- 6 month delay in funding (delay in agreement of PAHO and WHO) followed by delay in receiving the Carta D’Aceuerdo core funding in 2014. Most project transaction funding was received after a delay of around 2 weeks.
- If financial sustainability was such a priority for SUN, then one wonders why it was not insisted upon as a priority axis in the logframe of the MPTF recipient.
- Possible lesson in Alianza Nutres’s membership features: small group of only local CSOs has gained good traction with Government. CSA also includes Government Nutrition Agency as one of its members
- International Non-Governmental Organization (INGOs) are not involved – they have other priorities in El Salvador (security, violence, tertiary education) but this has perhaps made the remaining Alianza Nutres local members more cohesive.
- There are Business Network but not involved with SUN. Indeed it appears that business networks such as ANEP are the main obstacle to the passing of the 2013 food security bill. SMS and CSN support could be mobilised on initiatives to address the issue of business interests against the sugar tax, or VAT on processed foods.
- The Alianza would do well to invite other academics as the Business Network has done. Andres Bello University has a Nutrition Department for example.
Ghana: The CSAs for Scaling Up Nutrition (CSA for SUN)

Basic Facts

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<th>Budget:</th>
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<td>Jan 2013</td>
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<tr>
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</tr>
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</tr>
<tr>
<td>Extension (months):</td>
<td>0</td>
</tr>
<tr>
<td>PUNO:</td>
<td>WFP</td>
</tr>
<tr>
<td>Implementing Partner:</td>
<td>Ghana Alliance against Hunger and Malnutrition (HAG)</td>
</tr>
</tbody>
</table>

Objectives

1. Independent and multi-sectoral platform for CSOs
2. National awareness raising campaign to support the SUN Movement and the 1,000 Days of the Child Campaign. Multi-stakeholder national dialogue
3. Adoption and implementation of a strong National Nutrition Policy

Activities

- Establishment of the Executive Council and three other Sub-Committees structure on communication, advocacy, technical and Resource Mobilization
- Hunger Alliance of Ghana mapped over 130 organizations from CSOs, NGOs, faith-based organizations and Networks, farmer- and youth-based organizations, gender-based and community–based organizations in all the ten (10) regions of Ghana
- Participation in Conflict of Interest workshop

Achievements

- Relevance: Highly relevant logframe, Outcomes and Objectives aligned with SOs
- Close CSA collaboration with National Development Planning Commission (National Focal Point for SUN), inter-ministerial platform called the National Cross Sectoral Planning Group, the UN Participating Organization (WFP), UN REACH, Ghana Health Service (GHS) and other allied agencies
- Effectiveness: Production of the 1,000 Days of the Child campaign song in 2014
- Roundtable with Parliamentarians organised by Hunger Alliance Ghana (HAG), 2015
- The Hunger Alliance of Ghana revised the coalition’s advocacy strategy and media training of Religious Leaders to become Nutrition Champions in 2014
- “Tomorrow Today” television nutrition episode on Ghana television in 2014
- Participation in 2 Global Days of Action (in June 2013 and May 2014)
- National assessment of SUN implementation and nutrition governance documented
- The development of the Alliance’s Partnership Intern enhancing Secretariat capacity
- One of few SUN CSAs to have a website though with very sparse content
- Efficiency: 83.4% expenditure rate, (representing transfer to PUNO only)
Factors

- SUN CSA Ghana efforts towards financial sustainability have yet to bear fruit.
- Government of Ghana has not placed nutrition high on the development agenda since joining the SUN Movement in 2011 – so the Ghana SUN CSA is campaigning to push for the endorsement of the National Nutrition Policy by Cabinet. It is reported that the Focal Point is very committed, however.
- One CSA member unaware of MPTF grant, having provided free inputs, revision of CSA constitution, hosting, lunch. Suggested CSA financial audit needed.
- http://www.theaahm.org/ established in 2003, yet has no website content
- http://ghanasuncso.org/about-us/ lacks detail about who the Executive Committee are, while meetings minutes are not available.

Lessons and future priorities

- Hunger Alliance of Ghana needs long term fundraising mechanism for the project.
- Increasing number of members of the coalition (140) requires renewed efforts on transparency and improved governance across the CSA. There is not enough sharing and transparency of information about the MPTF grant or how it is spent, Minutes of Executive Committee meetings, and who the key office holders are. This is important for the sake of social media interaction and publicity on the theme of nutrition too.
- The evaluator would suggest that increasing membership is not an end in itself. In El Salvador for example, membership was kept deliberately small and manageable but with a clear ethos of sharing and transparency amongst the whole group.
Guatemala: The CSAs for Scaling Up Nutrition (CSA for SUN)

### Basic Facts
- **Budget:** $428,000
- **Start date:** 01-Jan-13
- **Original end date:** 31-Dec-15
- **New end date:**
- **Extension (months):**
- **PUNO:** OPS
- **Implementing Partner:** Save the Children Guatemala

### Objectives
- Social Audit and Monitoring
- Joint Advocacy Strategy for Civil Society
- Nutrition Communication campaign

### Activities
- Establishment of Monitoring and Social Audit Commission of CSOs
- Elaboration of the Common Monitoring and Social Audit Agenda and Strategy of the Thousand Days Initiative
- Implementation of Monitoring and Social Audit Strategy
- Management of Monitoring and Social Audit outputs
- Establishment and follow up of the Advocacy Commission of the CSOs Committee for the SUN implementation.
- Elaboration of a Joint Advocacy Plan to be implemented before State Actors who have roles related to the adequate implementation the SUN initiative.
- Implementation of Advocacy Plan before the State Actors of the SUN initiative and Hunger Zero program
- Public Opinion mobilization in favour of the implementation of The SUN Initiative
- Launching a massive communication campaign at national and local level
- Production and broadcasting of radio programs by the Adolescent Communicators Network
- Monitoring of communication media

### Achievements
- **Relevance:** OPS, the PUNO, questions MPTF contribution, and relevance of its logframe to nutrition results against Zero Hunger Pact goal of reducing child malnutrition by 10% by 2016.
- **Effectiveness:** Some evidence of malnutrition falling (and rising obesity). CSA initiatives such as nutrition radio spots in Spanish and 4 Mayan languages are likely to have contributed to this.
- **Costed plan** for nutrition has been developed in which CSA participated.
- The CSA hosted Teenagers advocating for nutrition with Government.
• The CSA has a membership of 250 CSOs, some of those are collective Associations.
• The CSA has a good Facebook presence but not a site of its own. The CSA Youth Movement is pushing nutrition on the agenda for Presidential candidates.
• Efficiency: flow of funds is too long: MPTF funds are transferred to WHO, (and might have been via PAHO), then to OPS, and then to CSA. It is a long and inefficient chain which creates its own delays
• Only $260K has been used of the $428K budget.

Factors
• The President and Vice President in jail for corruption and the budget being misused, the CSA attempts to scrutinise to the SESAN but it cannot control SESAN’s media messages.
• The Zero Hunger Pact establishes an ambitious goal of reducing child malnutrition by 10% in the next years until 2016. UNICEF Guatemala data show GT is among 9 countries where >50% of children under 5 suffer from high malnutrition, and up to 80% for indigenous populations. However, OPS is not convinced that the CSA Strategy’s addresses the problem and finds. (No documentation from OPS or CSA.)
• SESAN has celebrated 10 years working on nutrition. The problem is too slow pace of reduction (Business Network data) and focus on acute not chronic malnutrition.
• The SUN website mentions little about the problem of corruption in Guatemala, an issue raised by the CSA community, such as ICEFI, which has analysed the country budget. This was not achieved with MPTF funds.
• SUN CSA has only managed to spend 35% according to the SUN Gateway. SUN CSA claims all of the budget has been spent for the first 24 months.
• OPS, like SESAN prioritises health, hence other sectors need to be included.

Lessons and future priorities
• Avoid following generic untailored themes in design of logframe. Activities which integrate and lead to Results with Government are preferable to activities which are for the sake of the CSA development alone.
• The CSA could liaise more with the Business Network which has excellent analysis and possibly discuss a joint strategy. Triangulate this with OPS and CSN and SUN to be more oriented towards the 1000 Day Window Aims.
• Review lessons from Budgeting Workshops on how to address budget deficiencies.
• Seek wider expertise on how to liaise/lobby SESAN and its Monitoring Network SIMON to ensure CSA work is more embedded in Government Strategy.
• It does not appear that the funds have been catalytic: no future funding has been secured. It also does not appear that other funding was sought – the MPTF was used as first resort rather than last resort.
• The CSA needs to attempt to address the health bias in the nutrition complex.
• The mapping exercise should be carried out by SEPLAN.

Government Focal Point: “In 2005, INCOPAS (Instancia de Consulta y Participación Social) was established by the government as a means of enabling civil society participation in policy making on food security and nutrition. So CSOs have already had a platform where civil society can liaise with Government for many years.”
• Clearer expenditure and logframe progress data needed for easy monitoring of the CSA by CSN and SUN stakeholders remotely (i.e. online portal, for entry by stakeholders, and verified by hyperlinks, transparent public sharing).
Guinea: SUN CSA

Basic Facts

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<th>Budget:</th>
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<td>30-Jun-16</td>
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<td>Extension (months):</td>
<td>6</td>
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<td>PUNO:</td>
<td>UNICEF</td>
</tr>
<tr>
<td>Implementing Partner:</td>
<td>Fondation Terre</td>
</tr>
</tbody>
</table>

Objectives

1. Establish an effective CSA
2. Capacity building of CSOs
3. Civil society participation in nutrition coordination platforms

Activities

- Workshops to build knowledge and skills on nutrition for partner organizations organized by TdH foundation: The capacity of partner organizations have been strengthened in the field of communication so as to achieve changes in nutritional behavior: main concepts of nutrition, methods, techniques and tools for monitoring / evaluation of nutrition projects; developing and monitoring public policies on nutrition, methods and techniques to mobilize internal and external resources.

- Influencing the post-2015 Multi-sectoral work plan and the National Food and Nutrition Policy: members of the ASC SUN Guinea took an active part in the work of finalizing the Business code for the marketing of breast milk substitutes, the validation of the document of the new national food and nutrition policy integrating a multisectoral dimension in the struggle against malnutrition and undernourishment as well as the development of its action plan in which their opinions have been taken into account.

- Joint advocacy initiative with UNICEF.

- Advocacy documents based on evidence from DHS and SMART national surveys targeting the MoH and parliamentarians.

- Development of a documentary around the efforts of the alliance, raising awareness for all SUN stakeholders and working with traditional leaders (groupe de femmes lumières) in this effort.

- Adoption of the BMS code through the nutrition and food cluster created for managing the Ebola crisis and with a group of women journalists. Next steps will be to get this passed by parliamentarians in the general assembly for 2nd validation stage.

Achievements

- Establishment of CSA with the effective operationalization of the Working and Reflection Group of Civil Society on Nutrition.

- Increased awareness of nutrition amongst parliamentarians and journalists, youth, women and other CSOs (Radio spots, TV spots and interactive program were also created to reach the targeted audience).

- Impacts on policy have been limited due to Ebola and other constraints.

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[32] Also received US$ 49,500 from UNICEF (amount to be reviewed with UNICEF)
Factors

- Delays at project development stage
- Ebola outbreak affected availability and priorities of stakeholders
- There are very few INGOs working on nutrition in the country. Therefore, there is limited technical support for local CSOs
- Very limited donor funding to support NGO nutrition programmes (including capacity building of local CSOs)

Lessons learned and future priorities

- **Lessons learned:** project start was delayed because of Ebola virus outbreak, all staff resources were focused on Ebola. In order to meet objectives we downscaled activities, set up a new partnership with REACH, the Nutrition Division of the Ministry of Health while TdH was focusing on CSO capacity building and took advantage of the delays caused by the epidemic to launch social mobilization activities.

- **Future priorities:** Plans to develop a nutrition observatory: a draft of the founding document of the observatory is being developed and made available to partners for criticism, suggestions and amendments in order to set up a civil observatory monitoring access to nutritional services.

  - Need for increased focus on building capacity of local CSOs
  - Documenting lessons learnt and impacts
  - Raise nutrition from the division to directorate level within the MoH
  - Adoption of the BMS code in the Assembly
  - Organize a national civil society forum on nutrition
  - Adoption of food fortification law in Guinea
  - Update of current needs, to adjust the work plan for the next two years in the context of the post-Ebola recovery.

However, to maintain and sustain the achieved results, it is planned to raise CSO membership to eight (8) as indicated in the initial project proposal. A budget at least equivalent to the previous version (about $ 300,000) would be needed to support the next two years of the project.
Kenya: SUN CSA


**Basic Facts**
- **Budget:** US$ 280,000
- **Start date:** 07-Feb-14
- **Original end date:** 31-Dec-15
- **New end date:** 30-Jun-16
- **Extension (months):** 6
- **PUNO:** UNICEF
- **Implementing Partner:** WVI

**Objectives**
1. Mobilize increased participation in the CSA
2. Strengthen the participation of the CSOs in national nutrition coordination mechanisms
3. Develop strong advocacy & monitoring mechanisms to increase public participation in nutrition programmes

**Activities**

- **Establishment of CSA** - appointment of Executive Committee, finalization and signing of MoU between the CSA and World Vision Kenya, recruitment of Coordinator, mapping of CSOs, formation of 8 CSA Chapters at the county level.
- **Conducted 12 nutrition and food security advocacy workshops at national and county levels**, including **advocacy training**. See also for example the **West Pokot** food security & nutrition advocacy training
- **Trained over 250 officers from various SUN networks on nutrition and food security advocacy.**
- **Trained 31 journalists** on nutrition reporting.
- Developed and presented 10 position papers on various nutrition issues, among them, the **Draft Kenya Health Policy 2014-2030 and Health Bill 2014**. The revised Draft Kenya Health Policy 2014-2030 incorporated key suggestions from the position paper.
- **Raised awareness of the importance of nutrition sensitive programmes**
- Identified and sensitized six nutrition champions at the county level. The first County Nutrition Champions Workshop held in December 2015.
- **Supported launch of Global Nutrition Report 2015**
- Contributed article to SUN Movement Annual Report 2015 (p64)

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**MPTF grant expenditure by February 2016 stands at 25%.

**Implementation of MPTF work plan is over 50% as some individual organisations and Population Reference Bureau supported a number of activities that were originally intended to be funded with MPTF funds**

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**Other sources of funding: World Vision: US$ 14,000; Others: US$ 42,365**
• Supported the MoH to develop a national advocacy strategy and tools. SUN CSA members played an active role in development of nutrition sector Advocacy, Communication and Social Mobilization Strategy, guidelines for selection of nutrition champions and engagement with parliamentarians.

• Profiled SUN CSA’s achievements in various media and websites.

• Mobilized resources from the Population Reference Bureau (PRB) to support county level efforts.

Achievements

• CSA established. 44 organizations at the national level and 30 others in counties. However, many non-nutrition specific CSOs who are crucial for scaling up nutrition remain outside the CSA

• Increased capacity of CSA members on nutrition advocacy

• Successfully advocated for a stronger nutrition component and nutrition leadership in the Draft Kenya Health policy 2014-2030.

• Partly as a result of CSO advocacy, at least five counties have created clear budgets lines for nutrition programmes and more than 40 nutritionists employed in two counties in the 2015/16 financial year.

• Sensitised politicians on prioritization of nutrition. West Pokot Senator, Prof John Lonyangapuo while addressing a CSA media workshop said, “Politicians need to be sensitized on nutrition issues and they will be good advocates. Kenyans listen to their politicians.”

With MPTF funding, Kenya’s SUN CSA has established governance structures, mobilized civil societies and built capacity in nutrition advocacy. Through SUN CSA efforts there was momentum to establish all SUN networks in Kenya and more involvement of key decision-makers in nutrition issues especially at county level. Titus Mung’ou, ACF Advocacy & Communications Coordinator and former Chair of the CSA

Factors

• Perceptions that WVI (Implementing Partner) was overstepping its role in administration of the grant.

• Perceptions on the part of some Executive Committee members that UNICEF has not always been supportive and has sometimes interfered. The UN agency often challenges SUN CSA’s mandate in a number of issues, including its registration as a legal entity. Other SUN networks and SUN Government Focal Point are supportive of CSA work.

• Inadequate national political level support for nutrition. SUN CSA is supporting SUN Government Focal Point and other networks to establish a multi-stakeholder platform (MSP), which aims to position coordination of nutrition in the Office of the President.

“I appreciate the role you have played in your leadership and your excellent skills in communication. CSA has performed very well in that component under your leadership.”

Government Focal Point Ms Gladys Mugambi during the handover of the chairpersonship of SUN CSA from Titus Mung’ou to ACF’s Head of Health and Nutrition Jacob Korir
• SUN CSA has struggled to meet the following key objective: To advocate for increased commitment and accountability in scaling up nutrition. Achievement of this objective is dependent on other SUN networks, and with diverse views on where to position SUN MSP and mandate of each network, the pace has been slow. SUN CSA failed to review the 2014/15 budget and to sensitize the Council of Governors on SUN.

• There is disagreement between Executive Committee members as to whether delays in implementation were primarily caused by delays in disbursement of funds by UNICEF and WVI or due to governance and leadership challenges in the CSA.

• There was insufficient time available during the evaluation to fully investigate the appropriateness of the CSA governance arrangements and the roles being played by different stakeholders. For example, it was not possible to solicit the perspective of UNICEF.

Lessons and future priorities

• Rules of Engagement between CSA, WVI and UNICEF developed and signed in December 2015 to guide the final implementation of MPTF grant.

• A more detailed independent investigation of the reasons for delays in implementation of activities would be valuable in order to ensure a smooth path going forward as well as to share lessons learnt with other CSAs. It is clear that the development of the Rules of Engagement has not resulted in full agreement on the reasons for delays.

• CSA to hold executive committee elections in March 2016.

• SUN CSA established three sub-committees (Governance and Policy, Advocacy and Communication, and Resource Mobilisation) to increase participation of members, fast-track implementation of work plan and enhance resources for future activities.

• SUN CSA developed two proposals (Nutrition Venture Fund for Rio Summit and Mombasa County nutrition advocacy European Commission project). The latter was successful and the first independent project that CSA will implement jointly with two members.

• Priority activities for SUN CSA including finalization of formation of SUN MSP in Kenya, positioning nutrition at highest in government structures, representation and commitments by the Government of Kenya during the Rio Summit 2016 Nutrition for Growth, increased accountability by the government and donors to increase resources for nutrition and strengthening civil societies role in SUN Movement.
### Objectives

1. Promote multi-stakeholder harmonization through a national coordination platform
2. Inventory of national legislation & development of legal mechanisms for implementation of national nutrition policy
3. Increase capacities for service provision
4. Increase resource allocations for nutrition across sectors
5. To lobby for establishing a national coordination structure and technical support mechanisms to develop and monitor a coherent national nutrition policy

### Activities

- Analysis of budget allocation for nutrition (hired consultants)
- Inventory of national legislation and development of amendments and additions to the direct and indirect legislation on nutrition
- Functional analysis of national nutrition coordination mechanism
- Mapping activities and actors in nutrition
- Promoted the establishment of national multi-stakeholder platform:
- Development of a neural tubes register to measure how the fortification of flour influences health
- Awareness raising of parliamentarians on importance of flour fortification and influencing of national laws on fortification and breastfeeding
- Information campaign on nutrition with focus on flour fortification
- CSA capacity building

“The CSA’s active involvement in nutrition served as catalyst for establishment and active involvement of other sectors such as SUN Academia, SUN Business. CSA helped to draw attention to the Nutrition not only at the central government, but were able to promote and gain support at regional, community levels.” Damira Abakirova, UNICEF Kyrgyzstan Nutrition Coordinator
Achievements

- Establishment widely recognised of CSA. More than 40 NGOs countrywide. Independent Steering Committee and Executive Board and clear Action Plan. CSA is now a legal entity.

- More than 50 members of the Alliance were trained on Food Security and Nutrition and monitoring, on skills and experience in communication with different interest groups.

- Jointly with the National MCH Centre developed Monitoring guide to monitor the realisation of the Nutrition laws (Promotion of Breastfeeding, Flour Fortification and Achieving Universal Salt Iodisation)

- Establishment GIS interactive map of achievements on 10 last years. Database on actors/stakeholders engaged in nutrition is established (government, CSOs and developing partners, etc.).

- Amendments into existing law on Flour Fortification were endorsed with active involvement of the Alliance. All flour has to be fortified.

- Contributed to the signing of the State Program on Food Security and Nutrition, including through advocacy on TV and in newspapers.

- More stakeholders are involved in multi-stakeholder platform, including business

- Raising public awareness of policies developed in nutrition and benefits for development

“MPTF funding has a huge influence on Alliance of Civil Society for Nutrition and Food Security (Kyrgyzstan). The first of all, this is an opportunity for capacity building of ACSNFS. Secondly, MPTF funding has been using for joint activities that promote recognition of ACSNFS with other stakeholders in the multi-stakeholder platform.” Gulmira Kozhobergenova, ACSNFS Coordinator

Factors

- Technical support from UNICEF highly appreciated by CSA. Empower CSA to be independent. Weak engagement by other UN agencies

- Civil society participation is a new phenomenon. Most of the information provided by CSOs is regarded by the Government either as not serious or as a critique.

- Each organisation has its own mission and agenda, which are sometimes conflicting

- Membership is restricted to national CSOs. INGOs are welcome as observers. Conscious decision not to be led by INGOs / funding.

- Due to delays of the endorsement of the State Food Security and Nutrition Program, the exercises related to financial tracking were postponed.

- Good support from CSN Secretariat, including sharing of experiences of other CSAs. Main restriction in sharing of experiences and knowledge is the language. Materials of seminars are inaccessible for the most of members of CSA who use Russian.

- Each donor organisation has its own mission and agenda, which are sometimes conflicting
Lessons and future priorities

- Regular meetings, open discussion and capacity building of key players and members can help to mitigate risks of tension within the CSA
- Joint planning activities with members of CSA
- Will monitor implementation of law on flour fortification
- Advocacy for nutrition among decision makers
- Raising public awareness on nutrition
- Synchronization and lobbying nutrition issues with the budget process on national and local level

Examples of output documents

1. Manual on monitoring of laws (FF, breastfeeding, salt iodization) for NGOs
2. Report on development of Neural Tube Defects Register
3. Legislation inventory of nutrition policy of the Kyrgyz Republic
4. Creation of enabling environment for nutrition promotion among population of KR
Laos: The CSAs for Scaling Up Nutrition (CSA for SUN)

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Objectives
1. Sustainable civil society alliance in Laos
2. Advocate for policy change with GoL
3. Fostering evidence-based programming and research
4. Mainstream nutrition messaging
5. Manage nutrition related evidence based resources, information and events

Activities
- Development of the SUN CSA Secretariat’s governance and management structure and function;
- Completion of the ToRs for SUN CSA secretariat;
- Participation at Peru Learning Route and International Workshop on Enhancing Learning on Conflict of Interest
- Participation at the SUN Business Network Asia Regional Workshop in Jakarta, Indonesia
- SUN CSA’s establishment and member recruitment;
- SUN CSA’s representation of Lao Civil Society at the National Round Table and other high level government events
- Comprehensive database of external nutrition resources for the 22 priority areas
- SUN CSA has 47 members in total, of which 27 are local CSOs
- Gender and nutrition leadership, including training for members and policy advocacy for the revised National Nutrition Strategy 2016 – 2020 and Plan of Action.

Achievements
- Relevance: high level of completion of the logframe, around 70% indicating that the SUN CSA is well on track despite initial delay in recruitment for secretariat staffing.
- 47 members of the CSA – 20 INGOs and 27 NPAs.
- Strong capacity building of local CSOs, including small grants, study tours and training.
- Excellent Govt of Laos lessons on planning, budgeting and ID for new babies learned through the Peru event.
- Effectiveness: The CSA has provided technical expertise to the refinement of the Nutrition Strategy in respective areas of the member CSOs, such as health (Save the Children and HPA), micronutrients (PSI), education and school feeding, education, gender (Plan), agriculture (World Vision and CARE). Indeed, this will be one of the outcomes of the mapping of the Strategy against resources and organisational inputs by different stakeholders, Government, donors and the CSA network.
• Catalytic funds generated: Through the CSA, three local CSOs received small grants to support their nutrition work:
  o Population and Economic Development Association (PEDA)
  o Sustainable Agriculture and Environment Development Association (SAEDA)
  o Promotion of Family Health Association (PFHA)

• These three local CSOs received grants from 2,000-10,000 US$ to be used to 1) develop their organisation to gain nutrition competencies, 2) implement better nutrition activities in local target areas and/or target communities, and/or 3) integrate nutrition into existing work program.

• Facilitate knowledge sharing and alliance building: The CSA supported 7 local CSOs (Aid to Children with Disabilities Alliance, Promotion of Family Health Association, Lao Positive Health Association, Education for Development Fund, Kong Community Development Association, Association for Development of Women and Legal Education, and Foundation for Children’s Health and Education) on a study tour to Luang Prabang province in 2014 to visit the CSO’s INGO members’ program site, World Vision Laos and Save the Children, to learn about their maternal child health and nutrition, water and sanitation and organic farming program.

• Efficiency: While the CSA budget is relatively modest at US$250,000 over two years, it has spent two thirds of it. Part of the reason is the delay in the launch of the CSA and secretariat staff recruitment. Plan has been careful not to charge too much to the CSA account.

• The MoU with Plan was signed in October 2014, 6 months after funds arrived.

• The CSA has also contracted CORD with a grant of $12,000 to facilitate Strategy development which will help further towards the efficiency of CSA activities, and a separation of host NGO and the SUN CSA.

• Large donors such as the EU Delegation (the SUN Donor Focal Point) mentioned grant money available to the CSA. The EUD provides two other €8mn grants for nutrition and would even consider Budget Support programming on nutrition.

**Factors**

• In Laos, the interaction of Civil Society and Government is at a very early stage. Whereas in Bangladesh, for example, Government’s liaison with the CSO sector is more advanced, the CSO sector in Laos looks forward to being invited by Government to discuss policy options. The CSA has been successful in managing this relationship with diplomacy.

• MPTF funds are the core funds, largely for CSA infrastructure and visibility, whereas most of the field activities, training, development of best practice, advocacy etc. takes place with additional grant money supported by CSA members and donors.

• The MPTF funds represent better value for money when one considers that much of the support to the SUN CSA is volunteered by the most senior members of the SUN CSA, including a number of Directors of INGOs.

EU Delegation: “it is quite conceivable we could find grant money to meet a shortfall in CSA financing. It is very helpful to us to have this CSA contact point to coordinate on behalf of civil society”

Executive Committee Chairman of CSA: “My boss in Washington don’t even know what I do. I give a lot of time training, building the CSA capacity because it’s the right thing to do but we don’t get paid for it.”
In addition, where INGOs have unspent funds, some can be reallocated to the CSA. (Examples mentioned by the Chairman and secretariat manager of the SUN CSA was the funding provided by World Vision for translation and video publication, Health Poverty Action for promotional materials and banner printing and Save the Children and Plan International to support the CSA annual general meeting).

**Lessons and future priorities**

- The PUNO in Laos is not in country and does not appear to add value to the work of the IP in country.
- Extensive, volunteer-funded activities hide the true cost and should be budgeted.
- The MPTF budgeted activities are a subset of the CSA activities as a whole (and then of those of all CSO members), hence the full multi-annual budget is needed, including opportunity cost of voluntarily funded activities.
- There appears to be a **wide array of CSOs and CSO networks in Laos** despite the difficult environment for CSOs generally. Options for closer collaboration among these could be explored.
**Madagascar: The CSAs for Scaling Up Nutrition (CSA for SUN)**

### Basic Facts

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### Objectives

1. Coordinate and strengthen a Civil Society through ownership of a multisectoral response
2. Obtain increased funding for nutrition
3. Better use of resources and local skills for nutrition.

### Activities

**R1:** An inclusive platform operating nationally and initiating a process of Decentralization. *The logframe subdivides activities well with SMART deliverables. Most of these are on track*

**R2:** Lessons learned and best practices shared. *Not on track but planned*

**R3:** The PFSC-SUN is engaged actively in multi-stakeholder dialogue.

*Progress is mixed with several of the activities appearing to underperform.*

**R4:** The PFSC-SUN contributes to improving the accountability of the actors through participation in the measuring progress in terms of impact and financing mobilized. *One of the three activities almost completed.*

### Achievements

- **Relevance:** Possible duplication: CSAs existed before: the VIF Association (French funding), in addition to Platform for INGOs of Madagascar (Mada-PINGOS but with MPTF, these were incorporated into a new CSA was established called (HINA, Plateforme de la Société Civile SUN).

- **HINA** participated in the budget tracking training in Abidjan in April 2015

- **Effectiveness:** 2015 Q2 Report to WFP indicates little progress on R2 and R3

- **R1:** Adoption of pro nutrition statutes; Recruitment of 37 members to CSA

- Three decentralised platforms and communication materials developed. The platform has been active since November 2014. Visit by PM to HINA stand

- **HINA** also developed a 3 minute visibility and advocacy video for the public

- Studies have been prepared on 3 different nutrition themes (impact of certain sectors; financing of nutrition; and political integration of nutrition)

- **Efficiency:** Low (47%) rate of absorption of MPTF.

- **End of March 2016, HINA will launch its Website with the member database.** (www.sun-hina-madagascar.org)
Factors

- HINA has still found it difficult to find traction with the Government Focal Point, an issue which requires further effective advocacy.
- The departure of the HINA coordinator and his assistant added to the difficulty in forming a relationship with Government.

Lessons and future priorities

- Surprising that Government collaboration is difficult when a country has signed up as a SUN Member. The CSOs, the Madagascar govt. and PNAN have different understandings of the Multisectoral and Multi-stakeholder approach to nutrition - this contradiction needs to be addressed
- Succession plan needed for departure of key CSA staff
- ACF Partnership management needs to be improved for a better profitability of the platform.
- MPTF has enabled HINA to structure itself and to reinforce the link between the Madagascar CSOs through common activities, sharing of experiences and numerous meetings of civil society.
- The two strategic activities for 2016-2020:
  - Implementing organisational, institutional and financial aspects of HINA, focused on outcomes, training and innovation, adequate levels of internal and external responsibility and the cohesion of the organisation's identity.
  - Improving the performance of HINA to have a stronger and more lasting impact on the struggle against malnutrition by influencing community attitudes and practices as well as public policies.
- These two activities will contribute to reinforce the participation of the people, the CSOs, the government and all the other sectors in the struggle against malnutrition in Madagascar.
Malawi: CSO Nutrition Alliance (CSONA)

**Basic Facts**
- **Budget:** US$ 398,040
- **Start date:** 11-Dec-12
- **Original end date:** 31-Dec-15
- **New end date:** 31-Dec-16
- **Extension (months):** 12
- **PUNO:** WFP
- **Implementing Partner:** Concern Worldwide

**Objectives**
1. **Capacity building:** CSA is established and effective
2. **Advocacy:** Increased resource allocation and commitment through public awareness
3. **Communication:** Improved nutrition practices at household level

**Activities**
- Monthly national and district nutrition platform meetings for coordination and sharing lessons amongst CSA members. In process of establishing CSONA as legal entity
- Developed an issue paper on the National Nutrition Policy (NNP) Priority areas and statement, and CSONA also contributed to the national Micronutrient Strategy, wrote letters to Malawi representatives for the Post 2015 Agenda
- National budget tracking in collaboration with Save the Children International
- Raising awareness and commitment of high level policy makers and social mobilization events
- Engagement of parliamentarians as nutrition champions, including through visit by Graça Machel
- **Press briefings** and public awareness raising including use of multimedia

“I have seen CSONA grow as a CSO in the last few years. Being a pioneer within civil society in advocacy for nutrition, I have been impressed by the strides they have made in raising the awareness on role of nutrition in development within government and in particular among members of parliament. With adequate funding and sound leadership going into the future, I see even greater promise in CSONA’s role in the scale up of nutrition in Malawi” – Mutinta Hambayi, WFP Malawi Head of Nutrition & Chair of Donor Group on Nutrition

**Achievements**
- 38 members from multiple sectors, two person Secretariat, two organization co-chairing but no Steering Committee has yet been established
- Increased sharing of information amongst CSOs and with government as well as development partners through national multi-sectorial platforms
- Principal Secretary for the national Department of Nutrition, HIV and AIDS, committed to work closely with the Ministry of Gender to revive the deployment of home craft workers
- Parliamentary Committee on Nutrition, Health and AIDS committed to develop a roadmap by which it would monitor nutrition budget allocations at national and district levels towards N4G Rio and beyond
• Draft communication and advocacy strategy and a long-term organizational strategy developed. Capacity needs of CSOs identified.

Factors
• Delays in signing agreement and recruitment of staff
• Seen as a project of Concern Worldwide - limits engagement of members
• Identification of district facilitators from member CSOs has been difficult due to conflicting organizational priorities and lack of funding
• Delays in approval of the no cost extension request hindered planning

Lessons and future priorities
• Insufficient attention paid to ensuring CSONA is member led. Consequently, there is too much dependence on the Secretariat for implementation of activities
• Over emphasis on establishing legal entity rather than making the informal governance arrangements more inclusive and effective
• Need increased emphasis on building technical capacity of local CSOs
• Priority for the next 5 years: implement the communication and advocacy strategy, introduce citizen advocacy within our structures e.g through district nutrition platforms that include community based organization as grassroots and campaign towards Rio
Mali: The CSAs for Scaling Up Nutrition (CSA for SUN)

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Objectives

1. Improve the Structural Environment for Nutrition Advocacy
2. Build Capacity of Malian Civil Society to Influence Nutrition Policy Agenda

Activities

- SUN Mali and decentralised 3 SUN Alliances in Kayes, Sikasso and Segou.
- Capacity building on policies, standards and procedures (PNP) and on Advocacy in Nutrition with Action Plans now in place.
- Advocacy campaigns were organized in Q1 2015 in Kayes where Kéniéba committees on the right to food have been established in 4 communes (central Kéniéba, Guénégoré, Sitakily and Dabia).
- SUN CSA visibility actions organized in regions of Sikasso and Segou.

Achievements

- Relevance: Strong logframe and Results Based Management framework.
- Effectiveness: Little CSA news on SUN Mali page
- Action Plan prepared but level of completion not clear especially in relation to advocacy involving Government partners.
- Orientation workshops on Policies, Standards Procedures and nutrition organized in 2013 and 2014 in Bamako and in regions of Kayes, Ségou and Sikasso, with the National Directorate of Health.
- Adoption of PROFILES tool to assess GoM level of policy commitment. PROFILES designed by experts in Bangladesh and Philippines with UNICEF, USAID, ADB and World Bank support. It was introduced in 12 countries in Africa by USAID through the BASICS project with Technical Linkages – SARA.
- Reporting completed until end of 2015 on MPTF Gateway.
- Efficiency: Almost 100% use of budget
Factors

- GoM appears very supportive: The Intersectoral Technical Committee on Nutrition, Chaired by Secretary General of the Ministry of Health and composed of Senior Executives from 15 Ministries represented in the National Nutrition Council, officials technical services involved in multi-sectoral nutrition, society civil, academic and private sectors, the SNU through the REACH and donors.

- Nutrition Coordination Unit was created (March 2015), by PM decree.

- The participation of Mali in PROFILES is a potentially powerful tool, introduced at the round table of donors.

Lessons and future priorities

- The mapping of stakeholders, laws and policies appears an excellent place to start even before working on the establishment of the CSA.

- Advocacy to increase the share of national health budget to meet the international threshold of 15% and ensure the financial means to implement the Multisectoral Nutrition Action Plan. Indeed, several statements define the amounts that each signatory Government should allocate to specific areas so as to reach the objectives set within these commitments. These include the Maputo Declaration (24 January 2004), the Abuja Commitments 2000 and 2001 and the Copenhagen Social Summit for Education as well as the Multisectoral Nutrition Action Plan (2013-2017) with the aim to operationalize the National Nutrition Policy whose cost amounts to 300 billion CFA francs or approximately US $ 600 million over five years.

- Increase the use of nutrition services by communities since the management of nutritional problems suffers from the lack of geographical and financial access of the population to services.
Mozambique: **SUN Civil Society Platform (CSP)**

### Basic Facts

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### Objectives

1. An effective civil society platform
2. Influencing multi-sectoral policies and plans
3. Investment and implementation of the PAMRDC
4. Increased public awareness

### Activities

- Participation in national Nutrition Partners Forum and in the Multi-sectoral Action Plan to reduce Chronic Undernutrition (PAMRDC) working group
- MPTF funding is particularly supporting the establishment of civil society platforms in 4 provinces (Maputo, Inhambane, Tete and Nampula)
- Developed a position paper on post-2015 development goals
- Participated in the development of the PAMRDC monitoring system and SETSAN Advocacy campaign for PAMRDC
- Public awareness raising, e.g. through the Global Day of Action
- Prepared a CS advocacy campaign (a set of media friendly material), positioning nutrition as a key factor for well-being, aiming to enhance the ownership and domestic accountability of decision makers in all sectors in relation to the agenda for the reduction of chronic malnutrition. Creating Facebook account to share advocacy material.
- Conducted a process monitoring of PAMRDC implementation; to analyze and document CS involvement on the PAMRDC and come up with recommendations (report available).

### Achievements

- Increased sharing of information, lessons learnt and capacities between CSP members
- Build capacity of CSOs engaging through the provincial platforms
- CSP position paper on post-2015 was used by SETSAN (the Technical Secretariat for Food & Nutrition Security)
- Reaching out effectively to local CSOs at sub-national level

“*The CSP is doing very good work*” Marcela Libombo, Exec Secretary, SETSAN.

“*The CSP has done a great job in the time available*” Paula Machungo, REACH focal point
Factors

- Proposal approved in Dec. 12, contract sign from 01 April 13, funds available 31 May 13.
- CSP has clear governance arrangements outlined in ToRs. Members sign a Declaration of Commitments
- ANSA (the IP) is widely seen as doing a good job. Being a local CSO, it is widely known and trusted
- USAID encourages CSOs to become members of the Platform which is helpful
- Reduction in donor funding in Mozambique in 2015. Lack funds to establish more provincial level platforms
- There is strong commitment at technical level in government but not at the highest political levels
- MoH have adopted micro-nutrient powders as policy. Some CSOs disagree and are unwilling to align and promote use whilst others are implementing programmes. Many members are teaching mothers to make porridge with locally produced food.

Lessons & future priorities

- Establish more platforms at the remaining provinces and go one step down to the district level
- Some UN stakeholders think the CSP should be “making more noise” e.g. articles to newspapers to ensure political commitment is turned into investment & action
- Track / Monitor nutrition (specific and sensitive) budget
- More sharing of evidence from other countries on how increased investments can reduce malnutrition
- Monitor and support the implementation of the PAMRDC, in order to hold the Government accountable in relation to the agenda for the reduction of chronic malnutrition
- Government view is that CSOs need to be more transparent about what they are doing where
Myanmar: SUN CSAs Myanmar

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As of end January 2016, spent 54% of MPTF funds

Objectives

1. A functional CSA fully participates in national and regional dialogue resulting in coordinated cross-sectorial efforts to scale up nutrition actions.
2. CSA informs multi-stakeholder advocacy and public awareness campaigns to achieve strategic jointly-agreed advocacy objectives
   - CSA contributes evidence, information and community based experience to influence the finalisation of the costed implementation plan and future revisions of the NPAFN (National Plan of Action for Food and Nutrition) and other policies

Activities

- Establishment of Steering Committee (10 members)
- Dual launch of SUN CSA Myanmar and the 2014 Global Nutrition Report
- Strengthening of and continued participation in the SUN multi-stakeholder platform
- Strengthening the CSA by building membership, regularly communicating with members, and mapping of CSA members to identify areas for capacity development and opportunities for cross-learning
- Strengthening monitoring and implementation of the Order of Marketing of Formulated Food for Infants and Young Children (i.e. the Code) through:
  - Training and follow-up for CSOs;
  - Support for CSOs to conduct community-level training;
  - Monitoring a database of violations against the Order and providing routine updates to NNC;
  - Developing user-friendly IEC materials to raise awareness on the Order

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34 also received US$ 27,000 from CIFF and additional support from Save the Children UK Breakthrough Fund for building the capacity of CSOs to pilot the Link Nutrition Causal Analysis (NCA) methodology
35 See SUN CSA Myanmar quarterly newsletters
36 See Monitoring Report
37 See "The Order in Cartoons"
Achievements

“The SUN CSA has over the past year strengthened its collaboration with UN network and has been a platform to leverage critical resources for nutrition, such as through its membership links to multi-donors funded projects under 3MDG and LIFT. CSA has helped promote visibility and standards for nutrition programming and has built good relations with Government. Opportunities with a new Government should be taken, to strengthen local level engagement with communities and national organizations, and for CSA to support a clear civil society agenda and advocacy asks for nutrition”. Hedy Ip, Nutrition Specialist, UNICEF Myanmar.

"Myanmar CSA, a SUN network in Myanmar, is running ahead in Myanmar-SUN, in terms of formalizing organizational and operational structure with clear cut objectives and has been seen as being well advance in national dialogues and advocacy activities" Dr. Aye Thwin, UNICEF Consultant for SUN government focal point

• Close working relationship developed between CSOs (47 members) working exclusively on nutrition and health and those working in livelihood, food security and rural development
• Enhanced the visibility of member organizations and developed closer working relationships with the government as well as with UN and donors networks
• Contributed to costing of the National Plan of Action for Food and Nutrition (NPAFN) and drafting of the MNAPFNS (2016-2025)
• Raised awareness among CSOs of relevant national policies and programs related to nutrition
• Conducted two Training of Trainers (ToT) programs on the Order of Marketing of Formulated Food for Infants and Young Children38

“MPTF funding has allowed for the start-up and development of a strong, coordinated Civil Society Alliance that unites a variety of organizations working at the community, regional, and national level in order to catalyse sustained public, political and financial commitment and action to address undernutrition in Myanmar.” Jenn Cashin, Consultant supporting the development of the SUN CSA Myanmar

Factors

• Civil society participation is a new phenomenon in the country
• It took time to form and launch the SUN CSA due to the challenges of working with multiple partners and time taken to go through a thorough consultative process to build consensus for key decisions within the CSA
• Important to have government, in this case, the MOH and NNC involved in all the key decisions that are being made with regards to the SUN CSA activities. The NNC has been very supportive and has recognized the SUN CSA’s progress compared to other networks

Lessons learned

• Regular communication and meetings with members is essential for effective coordination and transparency
• Aligning advocacy messages with other SUN networks allows CSOs to make a more substantial contribution to policy dialogue

38 See Training Report
Future priorities

- Work closely with other SUN Networks to sensitize policy makers and opinion leaders to increase financial resources for nutrition and support the scale-up of effective nutrition policies and programs;
- Build the capacity of CSOs to implement nutrition activities that contribute to national priorities and are aligned with the CRF;
- Strengthen links with academic institutions in order to document and disseminate evidence-based best practices for scaling up nutrition in Myanmar;
- Hold SUN CSA Steering Committee elections and ensure local representation for vice-chair position;
- Identify funding to support SUN CSA secretariat and future SUN CSA activities.
- With the remaining MPTF funds a number of activities planned including training programs for CBOs, advocacy events with government, and hopefully a launch of the 2016 GNR report together with the other SUN Networks.
Nepal: CSAs for Nutrition (CSANN)
http://www.csann.org.np

Basic Facts
Budget: US$ 398,040
Start date: 02-Jul-13
Original end date: 31-Dec-15
New end date: 31-Mar-16
Extension (months): 3
PUNO: WFP
Implementing Partner: Save the Children

Objectives with MPTF funding
1. Establish effective CSA
2. Strengthen capacity of CSOs to influence policies and plans
3. Mobilize CSOs to advocate for and report on responses to malnutrition

Activities

- Developed a mapping matrix of CSOs in nutrition and assessed capacity of members on advocacy, budget analysis and monitoring and provided training workshops on these issues at national and district levels
- Developed advocacy and communications strategy to raise awareness amongst the public, including promotion of breastfeeding.
- Awareness raising through TV, radio, print media and public hearings on the implementation of the MSNP at district levels. Developed a video documentary on Scaling Up Nutrition advocacy. Conducted a TV program on nutrition in emergency and post emergency situations.
- Developed a checklist for monitoring and review of MSNP implementing districts in consultation with focal person of MSNP line ministries. Collected and disseminated case studies on implementation of MSNP.
- Organised an Exposure/learning visit to Bangladesh for 15 participants including 2 Government representatives from NPC and Ministry of Agriculture Development.
- Production of advocacy materials, strong focus on school children. CSANN is trying to engage youths (through school) with various nutrition advocacy activities to motivate them in good nutrition behaviour
- Engagement with parliamentarians to keep nutrition high on political agenda
- Media training on the role and inclusive participation of media in nutrition sector.

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39 Video link: https://www.youtube.com/watch?v=fW8s0CROc3J; and https://www.youtube.com/watch?v=Hq5gAQ6umr0
40 Public hearing- Jumla district: https://www.youtube.com/watch?v=bokA8mvvZPy;
Public hearing- Achham district: https://www.youtube.com/watch?v=WYprEa3R0uQ;
Public hearing- Bajura district: https://www.youtube.com/watch?v=Ow_jSYISucY
I am privileged to work with CSANN from very initial phase and feel that it is doing a great job towards combating malnutrition, especially raising awareness in the national, sub-national and local level. Of course CSANN is implementing activities in a coordinated way with other stakeholders. I think more coordination is needed, especially with the multisector platforms established in NPC. Further, my suggestions would be not to limit activities only in software parts. CSANN should try to do some tangible things in the days to come. Radhakrishna Pradhan, Joint Secretary, National Planning Commission, Nepal Government

“CSANN works in close coordination with NNFSS for the scaling up nutrition throughout the country. CSANN leads the coordination among the NGOs and some of the INGOs working in nutrition and health. It gives common platform for all those who are interested to work in the field of nutrition and wish to contribute in nutrition. It supports advocacy, planning and implementation of the MSNP at national and district level. CSANN has crucial role in highlighting the nutrition agenda as this is one of the vital agenda of development. CSANN should advocate to highlight nutrition as political agenda. Civil Society is a backbone for scaling up nutrition locally, nationally and globally.” Min Raj Gyawali, Programme Officer – NNFSS, National Planning Commission, Kathmandu, Nepal

Achievements

- More than 120 organizations are members at central and district level. The network includes organizations implementing community level nutrition and related interventions on different sectors such as nutrition, sanitation and hygiene, livelihood, education, urban development and local development. Academia and media are also the part of CSANN in central and district chapters
- CSANN district chapters were established in five districts (Kapilvastu, Achham, Bajura, Jumla and Saptari).
- Ministry of Federal Affairs and Local Development have given clear directive guidance to Districts and below that there should be indicative program of Nutrition in their respective work plan now onwards (if the ministry is giving direction of this type than it is mandatory).
- The government is promoting Life Cycle Nutrition.

Factors

- Clear governance arrangements with participatory approach and strong leadership by Executive Committee. Save the Children are supportive and do not try to control.
- Have a policy that INGOs provide technical support but not full members. The priority is to build the capacity of local CSOs. INGOs accept this.
- Different views on whether or not to become a legal entity. Majority prefer to keep a loose network and to avoid bureaucracy
- Good policy environment (cf. MSNP) and relationship with government

Lessons & future priorities

- Budget tracking across sectors Monitoring implementation of MSNP at district level
- Interaction program on MSNP
• Interaction program with Honorable Parliamentarians
• Photo exhibition on the theme *Nutrition for Good Health*
• Public hearing on effective implementation of MSNP at Kapilvastu VDC
• In depth analysis of the Ministry of Health nutrition budget
• Testing of Ombudsperson model at district level
Niger: The CSAs for Scaling Up Nutrition (CSA for SUN)

Basic Facts

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<td>Jun 30 16</td>
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<tr>
<td>Implementing Partner:</td>
<td>FORSANI</td>
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Objectives

1. Mobilizing communities for nutrition;
2. Establishing multi-sectoral framework;
3. Obtain sufficient funding.

Activities

- Niger’s MPTF grant is one of the largest among all countries
- Advocacy Strategy, radio spots
- Location awareness events
- M&E of nutrition strategy
- Analysis of budget allocation for nutrition
- Exchange of experience with a visit from ACF Burkina Faso to Niger
- Accra conference on nutrition July 2014
- Participation at ICN2 in Rome, November 2014

Achievements

- TUN (Tous Unis Pour la Nutrition) created, registered October 2013.
- Decentralisation strategy through 6 regions with three regional attendee
- Medical conference in collaboration by TUN with the medical faculty (DGE/FSS) in Niamey April 2014 and April 2015
- May 2014 and June 2015  World Action Day in collaboration with journalists and parliamentarians, well attended by Government, media
- Multi media campaigns involving 20 press agencies
- Action Against Hunger Regional Office created in Tahoua
- Training and capacity building for TUN and Ministries of Agriculture and Health, Ministers, 3N Initiative.
- TUN having some traction with Government and Parliamentarians in making nutrition a priority and influencing the budget planning process.
- 72% absorption of MPTF budget
Factors

- TUN is also benefitting from the presence of REACH, contributing to efficiency and coherence among CSO members.

Lessons and future priorities

- Gender has been well addressed through three networks of female journalists – a good platform to develop further
- The 3N Initiative has possible application elsewhere: Niger feeds Niger
- A network of MPs for food and nutrition is a potential powerful building block for the good
- With the EUD, TUN should be well positioned to access funding support
- TUN progress in the marketing of breast milk substitutes might be examined, while its successful promotion of salt iodisation should be encouraged further.
- It is perhaps worth checking that the CSA only includes members which comply with international code on breast milk substitutes (BMSs) (particularly when the CSA receives MPTF funding) and supports their continued compliance.

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Estimated % activities implemented: 60%

Expenditure (end Feb 2016): US$ 105,000 (52.8%)

**Objectives**

1. To advocate for effective coordination of all nutrition stakeholders and programmes
2. To create a platform through which CSOs can effectively advocate for improved nutrition in Nigeria
3. To advocate and engage government to create nutrition budget lines & include CSOs in nutrition interventions as appropriate
4. To encourage and strongly advocate for the establishment of an effective and functional nutrition surveillance monitoring and evaluation systems
5. To build the capacity of CS-SUNN members

**Activities**

- Registration of CS-SUNN as a legal entity with the Cooperate Affairs Commission
- CS-SUN brought together senior government officials and key national nutrition stakeholders for a policy dialogue on investment in Maternal Nutrition and Infant and Young Child Feeding (IYCF) & presentation of the NSPAN (2014-2019).
- Advocacy for extension in maternity leave to enable exclusive breastfeeding
- Raising awareness and promoting the implementation of the National Strategic Plan of Action for Nutrition (NSPAN) at sub-national levels in 10 states & Federal Capital Territories (FCTs)
- Publication & dissemination of 2 editions of Newsletter to 36 states & FCT.
- Production & dissemination of Behaviour Change Communication (BCC) strategy.
- Nutrition data analysed: to be presented at APHPN Conference in March 2016.
- National Town Hall meeting on Accountability held on 19 February 2016, in Abuja.
“Since its inception CS-SUNN has increasingly become an advocacy force to reckon with in Nigeria. After their key events, news headlines emphasize the importance to invest more in nutrition to reduce child malnutrition… Their power to convene at federal, state and local level has rapidly increased during the last year. As increasingly the power of CS-SUNN is felt in influencing policy makers and stakeholders, CS-SUNN can also look downstream and use its broad networks to mobilize community leaders and change agents, community organizations, community structures and individuals to teach parents and promote good infant and young child feeding. Child nutrition is too important to leave it to Government. CS-SUNN can lead a Social Movement to Stop Child Malnutrition in Nigeria” Arjan de Wagt, Chief Nutrition, UNICEF Nigeria.

Achievements

- It is still very early for the CSA to have had significant impacts. A lot of focus has been on establishing the CSA structures and processes (29 members)
- MPTF funding helped leverage funds from the Gates Foundation for advocacy in 3 states and FCTs.
- CS-SUNN’s recent efforts to push for funding & implementation of the NSPAN and to promote breastfeeding through paid maternity leave and statutory maternity leave have been covered in national media
- Sub-national Local Working Groups (LWG) established in 10 states and functional as advocacy teams.
- Kebbi state Governor’s wife, Dr. Z.Bagudu became CS-SUNN Nutrition Champion. Kebbi state government committed to fund LGA level nutrition interventions by NGN 100,000/LGA/month.

“The MPTF was the catalyst needed to flag off the Coalition and provide the platform for the public presentation of NSPAN, in September 2015.” Philippa Momah, Assoc. of Public Health Physicians

Factors

- Established clear governance arrangements. However, concerns were expressed that there is a need to improve the organisational capacity of the CSA. The CS-SUNN management is aware of the need to develop a sustainable funding mechanism for the national secretariat.
- The CSA is led mostly by local CSOs. This has provided opportunity to leverage on skills/expertise offered by the partner associations at reduced costs. However, the CSOs occasionally are very busy on their primary projects and may not have adequate time for the young coalition. This challenge is addressed by sharing a calendar of important activities well ahead of time, and virtual networking.
- Inadequate understanding of UNICEF funding procedures led to delay in start-up of the MPTF funded activities until September 2015, and a few challenges in project implementation.

Lessons & future priorities

- Improve availability of documentation of activities, outputs and impacts, including through website and sharing via CSN Blog
- Increase leadership and facilitation capacity
- Advocacy on implementation of the NSPAN with tracking at the sub-national levels as this is where the action/inaction occurs
- Expand the CSOs Nutrition networks at all levels.
- The CS-SUNN team is scheduled to participate in the Harmonized approach to Cash Transfers (HAJT) processes by UNICEF from 8-9th March 2016.
Peru: The Initiative Against Childhood Undernutrition (IDI)

**Basic Facts**

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</tr>
<tr>
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<td>Care</td>
</tr>
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**Objectives**

1. Strengthen consensus-building between local governments and civil society, leading to new policies and programmes
2. Establish monitoring framework platform at regional level
3. Establish advocacy platform to improve communication between different government levels and civil society;
4. Improve communication of platforms through capacity building for participating members

**Activities**

- In 2014, policies and goals on child nutrition have been defined as part of regional and local governance agreements, (Acuerdos de Gobernabilidad regionales y locales), concluded between governor candidates and civil society. In 2015 the implementation of these agreements began, through various management tools set up by the new governments.
- In 4 regions, monitoring teams on child nutrition have been set up, which include representatives of state institutions and CSOs.
- In the 4 regions, communication and advocacy strategies have been developed during the 2014 election campaign for regional governors, centred on issues related to child nutrition. This has been carried out within the framework of the national campaigns network of the MCLCP that advocates proper child care and the IDI.
- Training sessions have been organized to build capacity on consultation processes to prioritize child nutrition and follow-up processes.

**Achievements**

- 20 regional and local governance agreements to implement policies and goals in the field of child nutrition.
- 40 state representatives and 35 representatives of CSOs produced 10 monitoring reports on child nutrition.
- 100% of the candidates to regional governments signed the governance agreements and reaffirmed their commitments as elected regional governors.
- 308 institutional actors have strengthened their capacities to understand and manage the issue of child nutrition in the regional public policies.
Factors

- The election campaign was a good time to discuss and agree on proposals for public policies dealing with child nutrition. However, it is necessary to design new strategies for concerted implementation of these agreements with the new authorities.

- The key issues are: strengthening the agreed monitoring spaces, maintaining the mobilization of stakeholders that already did commit to the governance agreement and getting new stakeholders to commit themselves.

- The slow development of regional communication strategies has been one of the main weaknesses in the implementation of the project, the limited availability of financial and technical resources being a major constraint.

- In our regions and in the country, dialogue between stakeholders in order to develop public policies, efficient participation or constant monitoring are not things that are institutionalized in a clear manner. It is necessary to establish a permanent systematization of practice, of creativity and of development, within the agreed monitoring processes of public policies about child nutrition.

Lessons learnt and future priorities

- The neutrality of MCLCP and of IDI, in their relationship with civil society stakeholders and political movements, have been instrumental in bringing people together and getting them to participate.

- In order to establish monitoring groups composed of representatives of the State and of civil society, specific training is necessary to build capacity in monitoring nutrition as well as regular follow-up and guidance.

Impact of MPTF funding on the development of the CSA.

- The project has facilitated the advocacy process in order to help CSOs to express their needs and approaches of public policies in the field of child nutrition. It is necessary to continue to join forces within SUN to boost cooperation initiatives, improve social responsibility and mobilize private donors to support the CSA processes.
Rwanda: The CSAs for Scaling Up Nutrition (CSA for SUN)

### Basic Facts

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### Objectives

1. Rwandan Civil Society Alliance established.
2. Rwandan civil society actors contribute to scaling up nutrition.
3. Rwanda nutrition civil society actors are linked to SUN stakeholders.

### Activities

- Mapping Civil Society stakeholders
- Review of CSAs ToRs that incorporates membership criteria, roles and responsibilities of the alliance and official registration of the SUN alliance as a Rwanda Civil Society Organization
- Organization of learning event for the district SUN focal point
- CSO members implement interpersonal communication (IPC) cooking demos
- Organized Mobile Video Unit (MVU) to support 1000 days campaign
- Organize and conduct meetings at community level to engage CBOs, FBOs, women’s organization and Right to Food groups on the SUN Movement
- Communication with SUN Global Movement
- Participation in the Global Nutrition report launch meeting for East Africa

### Achievements

- Registration of Society for Family Health (SUN CSA) with Rwanda Governance Board
- District sensitization and establishment of district SUN CSA Committees in 17 districts
- Organization of a second General Assembly
- Organization of learning event for 17 district SUN focal point and organize district competition around nutrition event to mobilize civil societies
- Organize meetings to strengthen CSAs partnership toward scaling up nutrition at community level.

### Factors

- The CSA has had funds available since only August 2014, hence its time available for activities has been limited. Hence, its progress in such a short period has been excellent, particularly with a less than 50% utilisation of funds.
- It is likely that REACH has provided some support and guidance to the CSA especially in mapping
Lessons and future priorities

- However, it is likely that budget utilisation is up to 60% or 70% by the end of 2015 even just on the basis of core costs.
- The Rwanda CSA progress appears well on track taking into account funding delays.
- According to the CSN Request Tracker, Rwanda has not made any requests for assistance.
- Rwanda is also not recorded in the Impact Tracker.
- USAID is the donor convenor noted in the Funding Status by file CSN but little external funding has been accessed, a priority for the future.
Senegal: The CSAs for Scaling Up Nutrition (CSA for SUN)

**Basic Facts**
- Budget: $300,000
- Start date: 01-Oct-14
- Original end date: 30-Mar-16
- New end date: 30-May-16
- Extension (months): 0
- PUNO: WFP
- Implementing Partner: Eau-Vie-Environment (EVE)

**Objectives**
1. Establish effective CSA
2. Multi-stakeholder national dialogue
3. Strengthen country accountability
4. Enhance networking and learning of member organizations

**Activities**
- Steering committee established comprising Union of Associations of Elected Locals, the National Council for Food Security (CNSA), the Food Division Nutrition, the Unit for the Fight against Malnutrition.
- 3-day retreat to develop an MPTF implementation plan
- Budget revision and negotiation with WFP
- Facilitated MPTF re-planning workshop, operational implementation plan
- West Africa regional nutrition meeting in Dakar in June 2015.
- Production of corporate brochure - 1000 copies to enhance visibility.

**Achievements**
- The creation of a very active and democratic CSP.
- Organisational and governance models being developed for the CSA platform.
- Establishment of local committees for monitoring the MPTF process.
- The government’s five year commitment has mobilised resources for nutrition.
- A Civil Society advocacy plan developed to help mobilise additional resources.
- Multisectoral Nutrition Experience in Matam 700 km from Dakar
- Training of 50 regional journalists and traditional communicators
- Finalization of the CSO mapping
- 2 radio / TV shows on nutrition and food safety
Factors

- The CSA network was already large prior to MPTF funding (Agence Executif Communautaire and CLM (Cellule de Lutte Contre la Malnutrition).
- The AEC won MPTF funding, yet struggled with MPTF processes, *slowing fund absorption of funds* has been very slow. (By May 2015 had only spent $50K.) Its $300K proposal had to be reduced as over $100k was included for salaries. Since October 2014, Senegal CSA has focused on recruitment and internal organisation. Budget extension to WFP (the PUNO) application based on:
  - recruitment took until August 2014
  - disagreement on the organisational structure, governance issues
  - claimed that lack of guidance increased delays
  - difficult to mobilise actors in the regions, especially Fatick and Kaolack
  - inability to recruit an advocacy consultant within budget
- Some INGOs reported as insufficiently active, including Save the Children. (Helen Kellener, Africare, Hunger Project mentioned as active.)

Lessons and future priorities

- Optimistic SUN website reporting of “a highly active CSP” relative to sluggish MPTF absorption rate (that indicator itself is difficult to score given the paucity of actual expenditure data.)
- (The Government however has made much faster progress.)
- The CSA’s decisions to a) work together before registering in October 2015 and b) to be hosted by a local NGO at Eau Vie Environment appear prudent and sensible.
- The two priorities of the Platform for the coming years are:
  - strengthening the national common framework in nutrition and food safety sectors through the implementation of analytical actions and budgetary monitoring of sectors (agriculture, education, health, water, commerce, etc.) to assess their contribution to the financing of nutrition in Senegal;
  - establishing and managing a framework for dialogue with parliamentarians, the Ministry of Economy and Finance, the Task force against Malnutrition, the National Council for Food Security, the Union of Associations of Local Elected Officials, the private sector, the donors in order to obtain clear financial commitments for nutrition and safety from all these stakeholders;
Sierra Leone: Health and Nutrition Sierra Leone Civil Society Platform (HaNSL)

http://www.han-sl.org

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<table>
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<tbody>
<tr>
<td>1. Build civil society capacity to advocate for nutrition at all levels</td>
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<tr>
<td>2. Increased gender empowerment for food and nutrition security</td>
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<tr>
<td>3. Establishment of CSA</td>
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Activities

- HANSL-CSP Key focus has been to strengthen capacity of CSOs and networks to engage in advocacy and community mobilisation on the importance of nutrition to national development
- SUN CSA members participated in the development of the National Nutrition and Food Security Implementation Plan (NFNSIP) 2013-2017
- HaNSL-CSP established District Coordinating Bodies (DCBs).
- In the wake of the Ebola outbreak supported DCBs in the implementation of rapid assessments of quarantine homes to identify children in need of treatment for malnutrition
- Facilitated the establishment of The Kombra Media Network: 52 print and radio representatives nationwide who are active advocates for the CSP reporting and broadcasting on health and nutrition related stories
- Raising public awareness, e.g. during World Breastfeeding Week and World Food day and workshops for DCB members and influential networks such as market women’s association
- Developed a joint advocacy strategy with focus on BMS code, maternity leave, breastfeeding etc.
- Advocating for the inclusion of the Right to Food in the National Constitution. A presentation of the CSA’s position paper on the Right to Food to the Constitutional Review Committee, with positive feedback.
- Sharing experiences with other countries, e.g. Liberia (sponsored by ACF). Co-producing a video showcasing Sierra Leone’s progress in ending malnutrition (also sponsored by ACF)

Achievements

“The civil society platform has been a critical pillar in the SUN Movement. Their collaboration with us has meant that we have been able to reach out to communities across the country through trusted networks such as the market women, religious leaders and traditional healers. This is an avenue that opens opportunities for promoting nutrition and ensuring that the key messages are taken to the communities for adoption of positive behaviors that will result in well-nourished children and women and a positive strive in the fight against malnutrition” Aminata Shamit Koroma, Director, Food and Nutrition Directorate, Ministry of Health and Sanitation & SUN Government Focal Point

- CSP has been able to contribute to coordination of CSO activities at district level enabling them to speak with one voice for nutrition and health related interventions.
• Established linkage between CSO and other influential networks such as market women, media, religious leaders and traditional healers
• CSP now has over 200 members
• The CSP secretariat was established in March 2014. Recruitment of National Coordinator and Secretary for CSP was in August 2014.
• Contributed to efforts to rebuild community trust in local health facilities during and after the Ebola outbreak
• The first country to have merged the SUN CSO platform with GAVI CSO platform into a united civil society platform (HaNSL-CSP) now renamed Scaling up Nutrition and Immunization (SUNI-CSP) and recognized by government.
• Established DCBs and partnered with influential community networks such as market women’s association

Factors
• Actual start date for the project was May 2014 due to delays.
• Due to Ebola outbreak, activities from outcome 2 were limited due to the emergency situation and most activities focused on supporting the government to respond to the emergency
• Government SUN Secretariat perceive civil society DCBs as competing platforms when this is not the case but generally there is a good working relationship with government
• There is strong support from some INGOs, especially ACF and Helen Keller International.

Lessons
• Capacity building of local CSOs to take lead roles in the Platform.
• The use of influential community networks can greatly contribute to social change (mobilising religious leaders, traditional healers, market women contributed to ending Ebola transmission) CSP aims to use these networks to increase community knowledge, awareness and practice of key nutrition direct and sensitive behaviours.
• Providing the opportunities for members to gain information and knowledge to be able to speak with one voice (through WhatsApp, meetings and workshops) have been critical for capacity and confidence building as well as knowledge sharing.

Future priorities
• Strengthening the capacity of the DCBs and key networks for a sustainable platform
• Increasing visibility and relevance of the CSP through high level advocacy activities and community mobilisation
• Increasing the capacity of communities to drive SUN at community level as well as giving them the capacity to advocate for their needs in relation to nutrition direct and sensitive issues.
The remaining MPTF funds will be used to: conduct small-scale research on gender and nutrition; harmonise IEC materials on nutrition for CSP/partner use; contribute to planning and implementation of a National Health and Nutrition fair.
Sri Lanka: Scaling Up Nutrition People’s Forum (SUN PF)

### Basic Facts

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>Budget:</strong></td>
<td>US$ 235,400</td>
</tr>
<tr>
<td><strong>Total cost for CSA:</strong></td>
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</tr>
<tr>
<td><strong>Start date:</strong></td>
<td>23-Jan-14</td>
</tr>
<tr>
<td><strong>Original end date:</strong></td>
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<tr>
<td><strong>New end date:</strong></td>
<td>30-Jun-16</td>
</tr>
<tr>
<td><strong>Extension (months):</strong></td>
<td>6</td>
</tr>
<tr>
<td><strong>PUNO:</strong></td>
<td>WFP</td>
</tr>
<tr>
<td><strong>Implementing Partner:</strong></td>
<td>Save the Children</td>
</tr>
</tbody>
</table>

### Objectives

1. To establish a multi sector civil society alliance;
2. To advocate, mobilize, monitor and evaluate National Nutrition interventions;
3. To strengthen the capacity of CSOs to influence evidence based decision making and policy formulation.

### As at Dec 31st 2015, percentage of MPFT spent was at 60%.

### Activities

- SUN PF Secretariat was registered as a Non-Profit Guaranteed Ltd. Company. The Secretariat developed the financial procedure manual and adapted the good governance manual of the global SUN CSN.
- Marketed the global SUN Movement within the civil society and other partners.
- The CSN was established. SUN PF developed the Monitoring & Evaluation format for CSOs to monitor and report nutrition interventions by the state and non-state actors with special focus on promoting exclusive breastfeeding.
- Trained CSO members on monitoring the implementation of the National MSNP.
- Currently, SUN PF is finalising the study on Civil Society Findings of the National Nutrition Policy Implementation. 75% of the work is completed. The final report is due for completion on 10th April, 2016.
- SUN PF contributed as one of the main partners in the National Good Food Festival in June 2015 and at the World Women’s Day event in March 2016. We used these opportunities as entry points to increase nutrition awareness of the media, policy makers and communities.

### Achievements

- CSO membership grew from just 8 organisation in August 2014 to 284 in November 2015.
- Recognising the indispensable need to work directly with communities, SUN PF was able to execute 16 training programmes targeting nearly 2000 village leaders of CBOs across all 12 districts.
- SUN PF brought ground level nutrition issues and needs to the attention of national level authorities.
- The formulation of three advocacy plans; *First 1000 Days of Life, Food Security and Communication*.
- SUN PF’s study on reviewing the National Nutrition Policy was able to push the government to review and monitor the National Nutrition Policy.
Factors

- The SUN PF reported a 6 months delay in initiating the project implementation due to delays in signing of the legal agreement between WFP and SCI; establishment of the Secretariat; registration of the SUN PF.
- The recognition and acceptance by the government of SUN PF as a key contributor to upgrade the nutrition status of Sri Lanka.

Lessons and future priorities

- Continuous communication and capacity building of CSOs to increase credibility of the civil society as a key stakeholder in scaling-up nutrition.
- Sustenance of the credibility bestowed in the civil society and SUN PF by the government as a key partner in improving nutrition in the country.
Uganda: The CSAs for Scaling Up Nutrition (CSA for SUN)

**Basic Facts**

<p>| | |</p>
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
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<tr>
<td>Extension (months)</td>
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<tr>
<td>PUNO</td>
<td>WHO</td>
</tr>
<tr>
<td>Implementing Partner</td>
<td>Uganda Civil Society Coalition (UCCO)</td>
</tr>
</tbody>
</table>

**Objectives**

1. Functional CSO Platform
2. Effective policy and legal framework
3. Multi-stakeholder national dialogue
4. Strengthen pressure for nutrition

**Activities**

Functional CSO platform with harmonised information and capacity

- Adopting UCCO-SUN constitutive documents, web portal and e-newsletter
- Mapping CSOs and partners in Uganda
- An effective policy and legal framework
- Training CSOs in nutrition advocacy
- Reviewing the national and district budgets
- Mobilizing communities and social groups to advocate for nutrition
- Nutrition advocacy initiatives of the Uganda Nutrition Action Plan (UNAP) 2011-2016
- A stronger and sustainable multi-stakeholder dialogue
- Collecting baseline data to support benchmarking for monitoring
- Identifying monitoring and accountability needs from stakeholders
- Organizing and support media campaigns
- Mobilising communities and social groups to demand for government accountability
- Training UCCO-SUN members on monitoring accountability for nutrition
- A constituency with capacity to demand for the scale up of nutrition activities
- Supporting Media and grassroots campaigns
- Reporting on UCCO-SUN activities
Achievements

- UCCO-SUN has engaged MPs and the key Ministries. The CSA also reviewed the development of the Uganda Nutrition Action Plan (UNAP) 2011-2016.
- Nutrition exhibition attracted about 24 exhibitors and over 1200
- A nutrition advocacy training for 20 member CSOs held in Fort Portal
- UCCOSUN reviewed the East African Food and Nutrition Policy.
- UCCOSUN trained stakeholders and SUN champions from Tooro Kingdom.
- UCCOSUN hosted the King of Tooro and the Prime Minister (PM) of Uganda.
- Baseline survey to identify member organisations’ advocacy capacities.

Factors

- Weak multi-stakeholder coordination of UNAP at local government levels
- Government not prioritising nutrition in National Plans
- Uganda is gearing-up for elections in 2016 threatening SUN momentum.
- Only 65% of funds have been absorbed.

Lessons and future priorities

- Rising awareness of maternal and child malnutrition needs to be matched by government investment in proven high impact nutrition interventions.
- Although nutrition is considered to be multi-sectoral in nature, it requires government and multi-stakeholders to be intentional and focused. The creation of a nutritional secretariat in Uganda enhanced coordination, but more work is still needed to define a specific budgetary vote.
- Strengthening nutrition delivery structures at the Local Government levels has raised political momentum and support for nutrition interventions. One of UCCOSUN members called FANTA II, piloted the creation and training of District National Coordinators which has contributed to prioritization nutrition in Local Government plans.
- Intensified advocacy for allocation of budgetary resources to nutrition and also strengthening grass-root movement against mother and child malnutrition.

Senior Economist, Office of the Prime Minister
“UCCOSUN has played a critical role promoting multi-stakeholder nutritional engagements at the national that has shaped nutrition policy related discussions in Uganda.”
Zimbabwe CSO SUN Alliance (ZCSOSUNA) [http://www.zcsosuna.org](http://www.zcsosuna.org)

### Basic Facts

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<td>New end date:</td>
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<td>6</td>
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<tr>
<td>PUNO:</td>
<td>WFP</td>
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<td>Implementing Partner:</td>
<td>Progressio</td>
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</table>

### Objectives

1. Establishing a functional CSA
2. Building the capacity of CSOs
3. Raising awareness, commitments and influencing policies

### Activities

- National and regional workshops for CSO capacity building
- Media trainings and press briefings
- Awareness events World Food Day, Global Days of Action, [World Breastfeeding Week](http://www.worldbreastfeedingweek.org)
- Meetings with parliamentarians and promotion of MP nutrition champions
- Participation in national coordination structures
- Advocacy on policies and resource allocations
- Documenting and sharing work of ZCSOSUNA members
- Promoting [regional CSO coordination](http://www.zcsosuna.org) mechanisms

### Achievements

- Rapid increase in membership (now 105 CSOs). Strong ownership and participation by members. Government recognises ZCSOSUNA as credible partner
- Increased awareness of nutrition issues amongst members and on-going sharing of learning between members
- Increased awareness and commitment amongst parliamentarians

### Factors

- Strong governance arrangements, clear division of responsibilities. Good consultation with members. The Alliance is seen as being member led
- Excellent outreach to raise awareness of malnutrition, 1000 days etc. and attract interest in the CSA
- Government is open to CSO participation.
- WFP has been very supportive in its role as MPTF PUNO. Has provided helpful strategic and technical advice
Lessons and future priorities

- Urgent need to develop lightweight strategic framework for ZCSOSUNA (3-5 years) and work plan for 2016
- Members implementing a lot of relevant programmes: nutrition specific and sensitive. Challenge is to scale up. Include facilitating scale up of members’ programmes as a separate strategic objective. Role of ZCSOSUNA should be to facilitate mapping, development of joint programme proposals and facilitation of funding donors. Not to administer programme funds
- Ensure that national government structures are promoting and monitoring implementation of national policies (especially the Working Party of Permanent Secretaries)
- Increasing focus on promoting and engaging in government structures at regional and district levels.
**Annex 3: SUN Movement MPTF Log Frame and Window II Theory of Change**

<table>
<thead>
<tr>
<th>IMPACT</th>
<th>The nutritional status of women and their children in SUN countries is enhanced, expanded and sustained</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOAL: Sustained public, political and financial commitment and action to effectively tackle undernutrition in SUN countries</td>
<td>Indicators: (i) political environment, with strong in-country leadership, and a shared space for multiple stakeholders enables the alignment of activities and fosters joint responsibility for scaling up nutrition; (ii) Experiences from scaling up proven nutrition interventions, including the adoption of effective laws and policies, are shared across the SUN Movement; (iii) high quality and well-costed country plans, with an agreed results framework and mutual accountability, are developed and cover all nutrition-insecure populations with nutrition specific interventions and with nutrition-sensitive approaches and (iv) Increased financial resources, directed towards coherent, aligned approaches are committed.</td>
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<table>
<thead>
<tr>
<th>Key areas of change</th>
<th>Outcomes</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>MPTF WINDOW 1</td>
<td>Government increases commitment to SUN</td>
<td>A. Govt increases commitments in all areas identified by SUN strategy</td>
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<tr>
<td>MPTF WINDOW 2</td>
<td>Coordinated CSAs in SUN countries</td>
<td>B1. CSAs in SUN countries are effective, inclusive, integrate nutrition actions into their programmes and contribute to the national priorities on nutrition</td>
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<td></td>
<td>In-country CSAs advocate effectively</td>
<td>B2 CSAs contribute to public awareness and national consensus about the problem and solutions</td>
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<td></td>
<td>In country CSAs participate in national platforms for SUN</td>
<td>B3. CSAs contribute to policy, legal and budgetary frameworks that address the needs of the poorest and most vulnerable</td>
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<td></td>
<td>CSAs contribute to better accountability in SUN countries</td>
<td>B4. CSA’s strengthen in-country accountability for progress in tackling under-nutrition</td>
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<td>----------------------------------------------------------------------</td>
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</tr>
<tr>
<td>GOAL: Sustained public, political and financial commitment and action to effectively tackle under nutrition in SUN countries</td>
<td>Indicators: (i) political environment, with strong in-country leadership, and a shared space for multiple stakeholders enables the alignment of activities and fosters joint responsibility for scaling up nutrition; (ii) Experiences from scaling up proven nutrition interventions, including the adoption of effective laws and policies, are shared across the SUN Movement; (iii) high quality and well-costed country plans, with an agreed results framework and mutual accountability, are developed and cover all nutrition-insecure populations with nutrition specific interventions and with nutrition-sensitive approaches and (iv) Increased financial resources, directed towards coherent, aligned approaches are committed.</td>
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<table>
<thead>
<tr>
<th>Key areas of change</th>
<th>Outcomes</th>
<th>Outputs</th>
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</thead>
</table>
| MPTF WINDOW 1: Government increases commitment to SUN | A. Govt increases commitments in all areas identified by SUN strategy | A.1 Taking stock: nutrition recognized as an all-of-society priority, identifying current needs and capacities, and high-level commitment confirmed with Government launch of SUN in country  
A.2 Preparing for scaling-up in line with SUN principles: in-country stakeholder platforms established and strategies developed including budgeted plans for scaling up effective actions, national capacity for implementation and monitoring strengthened  
A.3 Scaling up rapidly to deliver results: Operating programmes and interventions took at scale and government reported on progress and relative level of support and alignment with significant mobilization of internal and external investment across relevant sectors to ensure delivery |

| MPTF WINDOW 3: The collective of CSAs are a functioning learning network | B.5 CSA’s networks enhance learning between organisations and between countries and maximize the effectiveness of their efforts | B.5.1 CSAs put in place mechanisms promoting mutual learning from best practices on advocacy and engagement to generate sustained commitment to SUN.  
B 5.2 Global CSO network effectively supports national CSAs, sharing lessons, tools, providing advocacy advice  
B 5.3 CSAs develop strategic plans and locate finance for longer-term sustainability  
B 5.4 CSAs produce reports on achievements and contributions to national priorities and SUN movement |

| Evidence based Impact of SUN Movement | C. SUN Movement and its Strategy are assessed as effective to achieve impact | C.1 Production/validation and subsequent tracking of baseline(s)  
C.2 Independent external evaluation produced |
## WINDOW 1: SUN Countries catalyse their commitments to SUN

<table>
<thead>
<tr>
<th>Outcomes and Outputs</th>
<th>Indicators</th>
<th>Means of Verification</th>
<th>Reporting Period</th>
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</thead>
<tbody>
<tr>
<td>A. Govt increases commitments in all areas identified by SUN strategy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A.1 Taking stock: nutrition recognized as an all-of-society priority, identifying current needs and capacities, and high-level commitment confirmed with Government launch of SUN in country</td>
<td>o SUN launched with Government Focal Point identified</td>
<td>– Commitment letter</td>
<td>Yearly</td>
</tr>
<tr>
<td></td>
<td>o Multisector/stakeholder platforms functioning and effective</td>
<td>– Focal Points notes and progress reports</td>
<td></td>
</tr>
<tr>
<td></td>
<td>o Coherent policy and legal framework in place and well-performing</td>
<td>– SUN website and media</td>
<td></td>
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<tr>
<td></td>
<td>o CRF agreed to align nutrition specific and relevant sectoral programmes</td>
<td>– National progress reports</td>
<td></td>
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<tr>
<td></td>
<td>o Financial resources aligned and mobilized behind a set of agreed priorities in the CRF</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A.2 Preparing for scaling-up in line with SUN principles: in-country stakeholder platforms established and strategies developed including budgeted plans for scaling up effective actions, national capacity for implementation and monitoring strengthened</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A.3 Scaling up rapidly to deliver results: Operating programmes and interventions took at scale and government reported on progress and relative level of support and alignment with significant mobilization of internal and external investment across relevant sectors to ensure delivery</td>
<td></td>
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</table>
### WINDOW 2: Civil Society Organizations actively contribute to the goals of the SUN Movement

<table>
<thead>
<tr>
<th>Outcomes and Outputs</th>
<th>Indicators</th>
<th>Means of Verification</th>
<th>Reporting Period</th>
</tr>
</thead>
</table>
| **B1. CSAs in SUN countries are effective, inclusive, integrate nutrition actions into their programmes and contribute to the national priorities on nutrition** | o CSA governance structure (executive) composed with ensured gender- and expertise balance and with secretariat  
  o Joint statements on nutrition from CSOs in country with focus on women and children  
  o Regular communications across network (whether meetings, calls, email newsletters or other modes) with participation of national CSA in events of global CSO fora and cross-fertilization of CS narratives (global-national-global)  
  o CSA consultations with SUN Government Focal Point and donor Convener | - Alliance Reports  
  - Joint statements  
  - Updated membership criteria and list indicating sectors CSOs are linked to  
  - SUN Web-site                                                                 | 6 months          |
| **B2. CSAs contribute to public awareness and national consensus about the problem and solutions** | o CSO participation in multi stakeholder dialogues, in public hearings, advocacy and awareness raising campaigns/petitions at national regional and global levels  
  o CSAs proposals and/or policy-research papers for strengthening existing legal and policy frameworks  
  o Messages/media statements – including all parties politicians reflect critical issues brought up by the CSAs to demonstrate ‘consensus’  
  o Consultations with local communities and authorities; public hearings with parliamentarians;  
  o Statements/speeches by political bodies/nutrition champions reflecting critical issues advocated by CSAs  
  o Documented changes in policies, strategies and plans related to CSO advocacy campaigns CSOs policy research papers  
  o Best practices documentation | - Meeting documents  
  - Country reports  
  - Press releases  
  - Reports from public hearings  
  - TV, radio broadcasts and media extracts | 6 months        |
| **B3. CSAs contribute to policy, legal and budgetary frameworks that address the needs of the poorest and most vulnerable** |                                                                                                                                             | - Country progress reports  
  - Public statements and press releases  
  - National laws/acts and programmes  
  - Research papers | 6 months |
| o Consultations with local communities and authorities; public hearings with parliamentarians;  
  o Statements/speeches by political bodies/nutrition champions reflecting critical issues advocated by CSAs  
  o Documented changes in policies, strategies and plans related to CSO advocacy campaigns CSOs policy research papers  
  o Best practices documentation |                                                                                                                                             | - Country progress reports  
  - Public statements and press releases  
  - National laws/acts and programmes  
  - Research papers | 6 months |
### WINDOW 3: The SUN Movement’s Strategic Aims are supported

<table>
<thead>
<tr>
<th>Outcomes and Outputs</th>
<th>Indicators</th>
<th>Means of Verification</th>
<th>Reporting Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>C. SUN Movement and its Strategy are assessed as effective to achieve impact</td>
<td>C.1 Production/validation and subsequent tracking of baseline(s)</td>
<td>– Baseline</td>
<td>At the end of 3 years</td>
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## SUN Movement MPTF Window II ‘Theory Of Change’

<table>
<thead>
<tr>
<th>Key areas of change</th>
<th>Outputs</th>
<th>Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordinated CSAs in SUN countries</td>
<td>B1. CSAs in SUN countries are effective, inclusive, integrate nutrition actions into their programmes and contribute to the national priorities on nutrition</td>
<td>This is the foundational element to the SUN Movement Window II theory of change. In order to have the most impact, civil society needs to harmonize its own priorities and actions. By coming together to understand and coordinate the contributions made by a diverse range of actors across civil society, strong alliances that can respond to the full spectrum of complexity that nutrition presents can be formed.</td>
</tr>
<tr>
<td>In-country CSAs advocate effectively</td>
<td>B2 CSAs contribute to public awareness and national consensus about the problem and solutions</td>
<td>It is difficult to create lasting positive change if nutrition is misunderstood or, even worse, invisible in public, political and economic debates. Ensuring that a broad base of support is in place can help build the impetus needed to usher in changes in policy and legislation, increases in investment, changes to programming and improved uptake of nutrition services. Once there is cross-societal awareness of the importance of nutrition and the role individuals can play, transformations for nutrition can occur.</td>
</tr>
<tr>
<td>In country CSAs participate in national platforms for SUN</td>
<td>B3. CSAs contribute to policy, legal and budgetary frameworks that address the needs of the poorest and most vulnerable</td>
<td>Civil society can play a crucial role in policy, legal and budgetary processes by sharing their expertise in delivering nutrition interventions and their experience of working directly in affected communities. They can provide evidence of best practice, tell the story of nutrition through the eyes of the families they serve and provide insight to service delivery challenges that may be overlooked at central levels of decision making. By contributing to national nutrition platforms and aligning their own capacity and resources behind a shared set of results, civil society can ensure that their actions and learnings feed into a sustainable, nationally owned ambition to scale up nutrition.</td>
</tr>
<tr>
<td>CSAs contribute to better accountability in SUN countries</td>
<td>B4. CSA’s strengthen in-country accountability for progress in tackling under-nutrition</td>
<td>Civil society is often regarded as the ‘watchdogs’ of socio-economic justice, acting as independent advisors of progress and accountability of leaders to their duties, responsibilities and promises. Forging relationships across political parties, parliaments and stakeholder groups allows civil society to contribute to the establishment of long term, shared goals around nutrition for which leaders are judged. At the same time, civil society also must demonstrate the ways in which they are holding themselves accountable for their own commitments. Supporting efforts to collect, analyse and ensure that information is available and accessible to all is a key contribution for civil society.</td>
</tr>
<tr>
<td>The collective of CSAs are a functioning learning network</td>
<td>B5 CSA’s networks enhance learning between organizations and between countries and maximize the effectiveness of their efforts</td>
<td>This is the reinforcing and consolidating element of the SUN Movement Window II Theory of Change. In order to sustain the alliance and its progress, capacity must be strengthening and learning shared widely and comprehensively. By fostering an open and accessible dialogue within and across CSAs, exponential gains in capacity, expertise and sustainability for scaling up nutrition can be achieved. Further, strong communication channels and sound methods to capture learning will allow CSAs outside of the SUN Movement MPTF portfolio to leverage lessons and best practices.</td>
</tr>
</tbody>
</table>
Consolidated Annual Financial Report of the Administrative Agent of the SUN Movement Fund for the period 1 January to 31 December 2015

Multi-Partner Trust Fund Office
United Nations Development Programme
http://mptf.undp.org
PARTICIPATING ORGANIZATIONS

United Nations Children's Fund
UN Office for Project Services
World Food Programme
World Health Organization

CONTRIBUTORS

Department for International Development (DFID)
Irish AID
Swiss Agency for Development and Cooperation (SDC)
DEFINITIONS

Allocation
Amount approved by the Steering Committee for a project/programme.

Approved Project/Programme
A project/programme including budget, etc., that is approved by the Steering Committee for fund allocation purposes.

Contributor Commitment
Amount(s) committed by a donor to a Fund in a signed Standard Administrative Arrangement with the UNDP Multi-Partner Trust Fund Office (MPTF Office), in its capacity as the Administrative Agent. A commitment may be paid or pending payment.

Contributor Deposit
Cash deposit received by the MPTF Office for the Fund from a contributor in accordance with a signed Standard Administrative Arrangement.

Delivery Rate
The percentage of funds that have been utilized, calculated by comparing expenditures reported by a Participating Organization against the 'net funded amount'.

Indirect Support Costs
A general cost that cannot be directly related to any particular programme or activity of the Participating Organizations. UNDG policy establishes a fixed indirect cost rate of seven percent of programmable costs.

Net Funded Amount
Amount transferred to a Participating Organization less any refunds transferred back to the MPTF Office by a Participating Organization.

Participating Organization
A UN Organization or other inter-governmental Organization that is an implementing partner in a Fund, as represented by signing a Memorandum of Understanding (MOU) with the MPTF Office for a particular Fund.

Project Expenditure
The sum of expenses and/or expenditure reported by all Participating Organizations for a Fund irrespective of which basis of accounting each Participating Organization follows for donor reporting.

Project Financial Closure
A project or programme is considered financially closed when all financial obligations of an operationally completed project or programme have been settled, and no further financial charges may be incurred.

Project Operational Closure
A project or programme is considered operationally closed when all programmatic activities for which Participating Organization(s) received funding have been completed.

Project Start Date
Date of transfer of first instalment from the MPTF Office to the Participating Organization.

Total Approved Budget
This represents the cumulative amount of allocations approved by the Steering Committee.

US Dollar Amount
The financial data in the report is recorded in US Dollars and due to rounding off of numbers, the totals may not add up.
2015 FINANCIAL PERFORMANCE

This chapter presents financial data and analysis of the SUN Movement Fund using the pass-through funding modality as of 31 December 2015. Financial information for this Fund is also available on the MPTF Office GATEWAY, at the following address: http://mptf.undp.org/factsheet/fund/SUN00.

1. SOURCES AND USES OF FUNDS

As of 31 December 2015, three contributors have deposited US$ 10,087,658 in contributions and US$ 33,726 has been earned in interest, bringing the cumulative source of funds to US$ 10,121,384 (see respectively, Tables 2 and 3).

Of this amount, US$ 9,867,594 has been transferred to four Participating Organizations, of which US$ 8,513,090 has been reported as expenditure. The Administrative Agent fee has been charged at the approved rate of one percent on deposits and amounts to US$ 100,877. Table 1 provides an overview of the overall sources, uses, and balance of the SUN Movement Fund as of 31 December 2015.

Table 1. Financial Overview, as of 31 December 2015 (in US Dollars)

<table>
<thead>
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<th>Annual 2014</th>
<th>Annual 2015</th>
<th>Cumulative</th>
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<tr>
<td><strong>SOURCES OF FUNDS</strong></td>
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<tr>
<td>Gross Contributions</td>
<td>170,794</td>
<td>46,577</td>
<td>10,087,658</td>
</tr>
<tr>
<td>Fund Earned Interest and Investment Income</td>
<td>3,796</td>
<td>2,067</td>
<td>33,726</td>
</tr>
<tr>
<td>Interest Income received from Participating Organizations</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Refunds by Administrative Agent to Contributors</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Fund balance transferred to another MDTF</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total: Sources of Funds</strong></td>
<td>174,591</td>
<td>48,644</td>
<td>10,121,384</td>
</tr>
</tbody>
</table>

| **USE OF FUNDS**          |             |             |                 |
| Transfers to Participating Organizations | 4,033,372 | 916,422 | 9,867,594 |
| Refunds received from Participating Organizations | - | (100) | (100) |
| **Net Funded Amount to Participating Organizations** | 4,033,372 | 916,322 | 9,867,494 |
| Administrative Agent Fees | 1,708       | 466         | 100,877         |
| Direct Costs: (Steering Committee, Secretariat...etc.) | - | - | - |
| Bank Charges              | 70          | 16          | 439             |
| Other Expenditures        | -           | -           | -               |
| **Total: Uses of Funds**  | 4,035,150   | 916,803     | 9,968,810       |

**Change in Fund cash balance with Administrative Agent**

Opening Fund balance (1 January) | (3,860,560) | (868,159) | 152,574 |
Closing Fund balance (31 December) | 1,020,733 | 152,574 | 152,574 |
Net Funded Amount to Participating Organizations | 4,033,372 | 916,322 | 9,867,494 |
Participating Organizations' Expenditure | 4,128,709 | 2,748,342 | 8,513,090 |
Balance of Funds with Participating Organizations | 1,354,404 |            |          |
2. PARTNER CONTRIBUTIONS

Table 2 provides information on cumulative contributions received from all contributors to this Fund as of 31 December 2015.

Table 2. Contributors' Deposits, as of 31 December 2015 (in US Dollars)

<table>
<thead>
<tr>
<th>Contributors</th>
<th>Prior Years as of 31-Dec-2014</th>
<th>Current Year Jan-Dec-2015</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEPARTMENT FOR INT’L DEVELOPMENT (DFID)</td>
<td>5,813,514</td>
<td>46,577</td>
<td>5,860,091</td>
</tr>
<tr>
<td>IRISH AID</td>
<td>429,485</td>
<td>-</td>
<td>429,485</td>
</tr>
<tr>
<td>SWISS AGY FOR DEVELOPMENT &amp; COOPERATION</td>
<td>3,798,083</td>
<td>-</td>
<td>3,798,083</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>10,041,082</strong></td>
<td><strong>46,577</strong></td>
<td><strong>10,087,658</strong></td>
</tr>
</tbody>
</table>

Figure 1: Deposits by contributor, cumulative as of 31 December 2015
3. INTEREST EARNED

Interest income is earned in two ways: 1) on the balance of funds held by the Administrative Agent ('Fund earned interest'), and 2) on the balance of funds held by the Participating Organizations ('Agency earned interest') where their Financial Regulations and Rules allow return of interest to the Administrative Agent. As of 31 December 2015, Fund earned interest amounts to US$ 33,726. There were no interest received from Participating Organizations. Details are provided in the table below.

Table 3. Sources of Interest and Investment Income, as of 31 December 2015 (in US Dollars)

<table>
<thead>
<tr>
<th>Interest Earned</th>
<th>Prior Years as of 31-Dec-2014</th>
<th>Current Year Jan-Dec-2015</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Agent</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fund Earned Interest and Investment Income</td>
<td>31,659</td>
<td>2,067</td>
<td>33,726</td>
</tr>
<tr>
<td>Total: Fund Earned Interest</td>
<td>31,659</td>
<td>2,067</td>
<td>33,726</td>
</tr>
<tr>
<td>Participating Organization</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total: Agency earned interest</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grand Total</td>
<td>31,659</td>
<td>2,067</td>
<td>33,726</td>
</tr>
</tbody>
</table>
4. TRANSFER OF FUNDS

Allocations to Participating Organizations are approved by the Management Committee and disbursed by the Administrative Agent. As of 31 December 2015, the Administrative Agent has transferred US$ 9,867,594 to four Participating Organizations (see list below).

Table 4 provides additional information on the net funded amount for each of the Participating Organizations. Figure 2 and Table 5.3 provide information on the net funded amounts by country.

Table 4. Transfer, Refund, and Net Funded Amount by Participating Organization, as of 31 December 2015 (in US Dollars)

<table>
<thead>
<tr>
<th>Participating Organization</th>
<th>Prior Years as of 31-Dec-2014</th>
<th>Current Year Jan-Dec-2015</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Transfers</td>
<td>Refunds</td>
<td>Net Funded</td>
</tr>
<tr>
<td>UNICEF</td>
<td>1,123,600</td>
<td>1,123,600</td>
<td>532,943</td>
</tr>
<tr>
<td>UNOPS</td>
<td>2,050,200</td>
<td>2,050,200</td>
<td>383,479</td>
</tr>
<tr>
<td>WFP</td>
<td>4,728,772</td>
<td>4,728,772</td>
<td></td>
</tr>
<tr>
<td>WHO</td>
<td>1,048,600</td>
<td>1,048,600</td>
<td></td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>8,951,172</strong></td>
<td><strong>8,951,172</strong></td>
<td><strong>916,422</strong></td>
</tr>
</tbody>
</table>

Figure 2: Net Funded by Country, cumulative as of 31 December 2015
5. EXPENDITURE AND FINANCIAL DELIVERY RATES

All final expenditures reported for the year 2015 were submitted by the Headquarters of the Participating Organizations. These were consolidated by the MPTF Office.

5.1 EXPENDITURE REPORTED BY PARTICIPATING ORGANIZATION

As shown in table below, the cumulative net funded amount is US$ 9,867,494 and cumulative expenditures reported by the Participating Organizations amount to US$ 8,513,090. This equates to an overall Fund expenditure delivery rate of 86 percent. The agencies with the two highest delivery rates are: WFP (97 percent and UNOPS (83 percent).

Table 5.1 Net Funded Amount, Reported Expenditure, and Financial Delivery by Participating Organization, as of 31 December 2015 (in US Dollars)

| Participating Organization | Current Year Jan-Dec 2015 | Total | | | |
|---------------------------|---------------------------|-------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
|                           | Net Funded Amount | Expenditure | Net Funded Amount | Expenditure | Delivery Rate % |
| UNICEF                   | 532,943           | 705,631     | 1,656,543          | 1,113,030    | 67.19            |
| UNOPS                    | 383,379           | 369,886     | 2,433,579          | 2,018,049    | 82.93            |
| WFP                      | 1,264,021         | 4,728,772   | 4,569,931          | 96.64        |
| WHO                      | 408,804           | 1,048,600   | 812,080            | 77.44        |
| **Total**                | **916,322**       | **2,748,342**| **9,867,494**      | **8,513,090**| **86.27**        |

5.2 EXPENDITURE BY WINDOW

Table 5.2 displays the net funded amounts, expenditures reported and the financial delivery rates by Participating Organization.

Table 5.2 Expenditure by Project within Window, as of 31 December 2015 (in US Dollars)

<table>
<thead>
<tr>
<th>Window / Project No. and Project Title</th>
<th>Participating Organization</th>
<th>Total Approved Amount</th>
<th>Net Funded Amount</th>
<th>Total Expenditure</th>
<th>Delivery Rate %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Window II: Country Catalytic Programmes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>00084692 SUN 02/BDG/001 Civil Society&quot;</td>
<td>WFP</td>
<td>535,000</td>
<td>535,000</td>
<td>535,000</td>
<td>100.00</td>
</tr>
<tr>
<td>00084693 SUN 02/MDZ/006 Advocacy&quot;</td>
<td>WFP</td>
<td>428,000</td>
<td>428,000</td>
<td>428,000</td>
<td>100.00</td>
</tr>
<tr>
<td>00084721 SUN 02/MWI/004 Civil Society</td>
<td>WFP</td>
<td>428,000</td>
<td>428,000</td>
<td>428,000</td>
<td>100.00</td>
</tr>
<tr>
<td>00084722 SUN 02/NER/008 Sensibilisation</td>
<td>WFP</td>
<td>428,000</td>
<td>428,000</td>
<td>428,000</td>
<td>100.00</td>
</tr>
<tr>
<td>00084723 SUN 02/UGA/010 CivSoc Cap Stre</td>
<td>WHO</td>
<td>321,000</td>
<td>321,000</td>
<td>321,000</td>
<td>100.00</td>
</tr>
<tr>
<td>00085325 SUN 02/GHA/002 Civil Society&quot;</td>
<td>WFP</td>
<td>374,500</td>
<td>374,500</td>
<td>374,500</td>
<td>100.00</td>
</tr>
<tr>
<td>00085562 SUN 02/MLI/005 Civil Society</td>
<td>WFP</td>
<td>374,500</td>
<td>374,500</td>
<td>374,500</td>
<td>99.72</td>
</tr>
<tr>
<td>00085723 SUN 02/GUA/003 Civil Society&quot;</td>
<td>WHO</td>
<td>428,000</td>
<td>428,000</td>
<td>285,424</td>
<td>66.69</td>
</tr>
<tr>
<td>00086995 SUN 02/GLO/012 Civil Society&quot;</td>
<td>UNOPS</td>
<td>1,036,055</td>
<td>1,036,055</td>
<td>813,808</td>
<td>78.55</td>
</tr>
<tr>
<td>00087074 SUN 02/NPL/007 &quot;Civil Society&quot;</td>
<td>WFP</td>
<td>428,000</td>
<td>428,000</td>
<td>428,000</td>
<td>100.00</td>
</tr>
<tr>
<td>00088541 SUN 02/SAL/013 CSO mobilizatio</td>
<td>WHO</td>
<td>299,600</td>
<td>299,600</td>
<td>205,656</td>
<td>68.64</td>
</tr>
<tr>
<td>Window / Project No. and Project Title</td>
<td>Participating Organization</td>
<td>Total Approved Amount</td>
<td>Net Funded Amount</td>
<td>Total Expenditure</td>
<td>Delivery Rate %</td>
</tr>
<tr>
<td>---------------------------------------</td>
<td>----------------------------</td>
<td>-----------------------</td>
<td>------------------</td>
<td>------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>SUN 02/PER/014 Childhood Nutri</td>
<td>WFP</td>
<td>278,200</td>
<td>278,200</td>
<td>278,200</td>
<td>100.00</td>
</tr>
<tr>
<td>SUN 02/MNM/016 Civil Society A</td>
<td>UNOPS</td>
<td>224,700</td>
<td>224,700</td>
<td>224,700</td>
<td>100.00</td>
</tr>
<tr>
<td>SUN 02/LKA/017 Civil Society A</td>
<td>WFP</td>
<td>235,400</td>
<td>235,400</td>
<td>235,400</td>
<td>100.00</td>
</tr>
<tr>
<td>SUN 02/KEN/018 Mobilizing Civi</td>
<td>UNICEF</td>
<td>299,600</td>
<td>299,600</td>
<td>143,675</td>
<td>47.96</td>
</tr>
<tr>
<td>SUN 02/KGZ/020 Structural Supp</td>
<td>UNICEF</td>
<td>235,400</td>
<td>235,400</td>
<td>178,791</td>
<td>75.95</td>
</tr>
<tr>
<td>SUN 02/ZWE/021 Supporting Civi</td>
<td>WFP</td>
<td>256,800</td>
<td>256,800</td>
<td>256,800</td>
<td>100.00</td>
</tr>
<tr>
<td>SUN 02/GIN/019 Civil Society M</td>
<td>UNICEF</td>
<td>289,000</td>
<td>289,000</td>
<td>266,705</td>
<td>92.29</td>
</tr>
<tr>
<td>SUN 02/SLE/022 Mobilised Civil</td>
<td>UNICEF</td>
<td>299,600</td>
<td>299,600</td>
<td>222,596</td>
<td>74.30</td>
</tr>
<tr>
<td>SUN 02/MDG/023 Civil Society P</td>
<td>WFP</td>
<td>299,600</td>
<td>299,600</td>
<td>299,600</td>
<td>100.00</td>
</tr>
<tr>
<td>SUN 02/LAO/015 CSO Alliance</td>
<td>UNOPS</td>
<td>267,500</td>
<td>267,500</td>
<td>238,334</td>
<td>89.10</td>
</tr>
<tr>
<td>SUN 02/SEN/025 Gouvernance</td>
<td>WFP</td>
<td>212,963</td>
<td>212,963</td>
<td>212,963</td>
<td>100.00</td>
</tr>
<tr>
<td>SUN 02/BDI/027 Strengthen CS r</td>
<td>WFP</td>
<td>209,059</td>
<td>209,059</td>
<td>148,654</td>
<td>71.11</td>
</tr>
<tr>
<td>SUN 02/RWA/024 Coordinated CSO</td>
<td>WFP</td>
<td>240,750</td>
<td>240,750</td>
<td>240,742</td>
<td>100.00</td>
</tr>
<tr>
<td>SUN 02/NGA/026 Mobilizing&amp;Str</td>
<td>UNICEF</td>
<td>212,943</td>
<td>212,943</td>
<td>84,821</td>
<td>39.83</td>
</tr>
</tbody>
</table>

**Window II Country Catalytic Programmes: Total**

<table>
<thead>
<tr>
<th>Window II Country Catalytic Programmes: Total</th>
<th>Total</th>
<th>Net Funded Amount</th>
<th>Total Expenditure</th>
<th>Delivery Rate %</th>
</tr>
</thead>
<tbody>
<tr>
<td>8,642,170</td>
<td>8,642,170</td>
<td>7,555,440</td>
<td>87.43</td>
<td></td>
</tr>
</tbody>
</table>

**Window III: Global SUN Efforts**

<table>
<thead>
<tr>
<th>Window III: Global SUN Efforts</th>
<th>Total</th>
<th>Net Funded Amount</th>
<th>Total Expenditure</th>
<th>Delivery Rate %</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUN 03/Monitoring &amp; Evaluation</td>
<td>60,000</td>
<td>59,900</td>
<td>59,900</td>
<td>100.00</td>
</tr>
<tr>
<td>EVALUATION SUN MOVEMENT</td>
<td>203,424</td>
<td>203,424</td>
<td>60,416</td>
<td>29.70</td>
</tr>
</tbody>
</table>

**Window III Global SUN Efforts: Total**

<table>
<thead>
<tr>
<th>Window III Global SUN Efforts: Total</th>
<th>Total</th>
<th>Net Funded Amount</th>
<th>Total Expenditure</th>
<th>Delivery Rate %</th>
</tr>
</thead>
<tbody>
<tr>
<td>263,424</td>
<td>263,324</td>
<td>120,316</td>
<td>45.69</td>
<td></td>
</tr>
</tbody>
</table>

**Window I: SUN Actions Country-Level**

<table>
<thead>
<tr>
<th>Window I: SUN Actions Country-Level</th>
<th>Total</th>
<th>Net Funded Amount</th>
<th>Total Expenditure</th>
<th>Delivery Rate %</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUN 01/GLO/001 PROCASUR</td>
<td>642,000</td>
<td>642,000</td>
<td>620,891</td>
<td>96.71</td>
</tr>
<tr>
<td>SUN 01/GLO/002</td>
<td>320,000</td>
<td>320,000</td>
<td>216,442</td>
<td>67.64</td>
</tr>
</tbody>
</table>

**Window I SUN Actions Country-Level: Total**

<table>
<thead>
<tr>
<th>Window I SUN Actions Country-Level: Total</th>
<th>Total</th>
<th>Net Funded Amount</th>
<th>Total Expenditure</th>
<th>Delivery Rate %</th>
</tr>
</thead>
<tbody>
<tr>
<td>962,000</td>
<td>962,000</td>
<td>837,333</td>
<td>87.04</td>
<td></td>
</tr>
</tbody>
</table>

**Grand Total**

<table>
<thead>
<tr>
<th>Grand Total</th>
<th>Total</th>
<th>Net Funded Amount</th>
<th>Total Expenditure</th>
<th>Delivery Rate %</th>
</tr>
</thead>
<tbody>
<tr>
<td>9,867,594</td>
<td>9,867,494</td>
<td>8,513,090</td>
<td>86.27</td>
<td></td>
</tr>
</tbody>
</table>
### Table 5.3: Expenditure by Project within Country, as of 31 December 2015 (in US Dollars)

<table>
<thead>
<tr>
<th>Country / Project No. and Project Title</th>
<th>Participating Organization</th>
<th>Approved Amount</th>
<th>Net Funded Amount</th>
<th>Expenditure</th>
<th>Delivery Rate %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bangladesh 00084692 SUN 02/BGD/001 Civil Society</td>
<td>WFP</td>
<td>535,000</td>
<td>535,000</td>
<td>535,000</td>
<td>100.00</td>
</tr>
<tr>
<td>Bangladesh Total</td>
<td>535,000</td>
<td>535,000</td>
<td>535,000</td>
<td>100.00</td>
<td></td>
</tr>
<tr>
<td>Burundi 00090070 SUN 02/BDI/027 Strengthen Csr</td>
<td>WFP</td>
<td>209,059</td>
<td>209,059</td>
<td>148,654</td>
<td>71.11</td>
</tr>
<tr>
<td>Burundi Total</td>
<td>209,059</td>
<td>209,059</td>
<td>148,654</td>
<td>71.11</td>
<td></td>
</tr>
<tr>
<td>El Salvador 00088541 SUN 02/SAL/013 CSO mobilization</td>
<td>WHO</td>
<td>299,600</td>
<td>299,600</td>
<td>205,656</td>
<td>68.64</td>
</tr>
<tr>
<td>El Salvador Total</td>
<td>299,600</td>
<td>299,600</td>
<td>205,656</td>
<td>68.64</td>
<td></td>
</tr>
<tr>
<td>Ghana 00085325 SUN 02/GHA/002 Civil Society</td>
<td>WFP</td>
<td>374,500</td>
<td>374,500</td>
<td>374,500</td>
<td>100.00</td>
</tr>
<tr>
<td>Ghana Total</td>
<td>374,500</td>
<td>374,500</td>
<td>374,500</td>
<td>100.00</td>
<td></td>
</tr>
<tr>
<td>Guatemala 00085723 SUN 02/GUA/003 Civil Society</td>
<td>WHO</td>
<td>428,000</td>
<td>428,000</td>
<td>285,424</td>
<td>66.69</td>
</tr>
<tr>
<td>Guatemala Total</td>
<td>428,000</td>
<td>428,000</td>
<td>285,424</td>
<td>66.69</td>
<td></td>
</tr>
<tr>
<td>Guinea 00089417 SUN 02/GIN/019 Civil Society M</td>
<td>UNICEF</td>
<td>289,000</td>
<td>289,000</td>
<td>266,705</td>
<td>92.29</td>
</tr>
<tr>
<td>Guinea Total</td>
<td>289,000</td>
<td>289,000</td>
<td>266,705</td>
<td>92.29</td>
<td></td>
</tr>
<tr>
<td>Kenya 00089284 SUN 02/KEN/018 Mobilizing Civ</td>
<td>UNICEF</td>
<td>299,600</td>
<td>299,600</td>
<td>143,675</td>
<td>47.96</td>
</tr>
<tr>
<td>Kenya Total</td>
<td>299,600</td>
<td>299,600</td>
<td>143,675</td>
<td>47.96</td>
<td></td>
</tr>
<tr>
<td>Kyrgyzstan 00089285 SUN 02/KGZ/020 Structural Supp</td>
<td>UNICEF</td>
<td>235,400</td>
<td>235,400</td>
<td>178,791</td>
<td>75.95</td>
</tr>
<tr>
<td>Kyrgyzstan Total</td>
<td>235,400</td>
<td>235,400</td>
<td>178,791</td>
<td>75.95</td>
<td></td>
</tr>
<tr>
<td>Lao People’s Democratic Rep 00089650 SUN 02/LAO/015 CSO Alliance</td>
<td>UNOPS</td>
<td>267,500</td>
<td>267,500</td>
<td>238,334</td>
<td>89.10</td>
</tr>
<tr>
<td>Lao People’s Democratic Rep Total</td>
<td>267,500</td>
<td>267,500</td>
<td>238,334</td>
<td>89.10</td>
<td></td>
</tr>
<tr>
<td>Country / Project No. and Project Title</td>
<td>Participating Organization</td>
<td>Approved Amount</td>
<td>Net Funded Amount</td>
<td>Expenditure</td>
<td>Delivery Rate</td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>---------------------------</td>
<td>----------------</td>
<td>------------------</td>
<td>-------------</td>
<td>---------------</td>
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<td>Participating Organization</td>
<td>Approved Amount</td>
<td>Net Funded Amount</td>
<td>Expenditure</td>
<td>Delivery Rate %</td>
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<td>00090021 SUN 02/SEN/025 Governance</td>
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<td>00084723 SUN 02/UGA/010 CivSoc Cap Stre</td>
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<td>00089316 SUN 02/ZWE/021 Supporting Civi</td>
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<td><strong>Grand Total</strong></td>
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<td>9,867,494</td>
<td>8,513,090</td>
<td>86.27</td>
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</table>
5.4 EXPENDITURE REPORTED BY CATEGORY

Project expenditures are incurred and monitored by each Participating Organization and are reported as per the agreed categories for inter-agency harmonized reporting.

Table 5.4 reflects expenditure reported in the UNDG expense categories.

**2012 CEB Expense Categories**
1. Staff and personnel costs
2. Supplies, commodities and materials
3. Equipment, vehicles, furniture and depreciation
4. Contractual services
5. Travel
6. Transfers and grants
7. General operating expenses
8. Indirect costs

**Table 5.4 Expenditure by UNDG Budget Category, as of 31 December 2015 (in US Dollars)**

<table>
<thead>
<tr>
<th>Category</th>
<th>Expenditure</th>
<th>Percentage of Total Programme Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Prior Years as of 31-Dec-2014</td>
<td>Current Year Jan-Dec-2015</td>
</tr>
<tr>
<td>Staff &amp; Personnel Cost</td>
<td>4,157</td>
<td>5,942</td>
</tr>
<tr>
<td>Supplies, commodities and materials</td>
<td>51,060</td>
<td>(4,183)</td>
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<tr>
<td>Equipment, vehicles, furniture and depreciation</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>203,884</td>
<td>246,229</td>
</tr>
<tr>
<td>Travel</td>
<td>9,373</td>
<td>151,593</td>
</tr>
<tr>
<td>Transfers and Grants</td>
<td>5,034,706</td>
<td>2,187,020</td>
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<tr>
<td>General Operating</td>
<td>51,475</td>
<td>62,121</td>
</tr>
<tr>
<td><strong>Programme Costs Total</strong></td>
<td><strong>5,354,655</strong></td>
<td><strong>2,648,721</strong></td>
</tr>
<tr>
<td>1 Indirect Support Costs Total</td>
<td>410,092</td>
<td>99,621</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5,764,748</strong></td>
<td><strong>2,748,342</strong></td>
</tr>
</tbody>
</table>

1 Indirect Support Costs charged by Participating Organization, based on their financial regulations, can be deducted upfront or at a later stage during implementation.
6. COST RECOVERY

Cost recovery policies for the Fund are guided by the applicable provisions of the Terms of Reference, the MOU concluded between the Administrative Agent and Participating Organizations, and the SAAs concluded between the Administrative Agent and Contributors, based on rates approved by UNDG.

The policies in place, as of 31 December 2015, were as follows:

- The Administrative Agent fee: one percent is charged at the time of contributor deposit and covers services provided on that contribution for the entire duration of the Fund. In the reporting period US$ 466 was deducted in Administrative Agent fees. Cumulatively, as of 31 December 2015, US$ 100,877 has been charged in Administrative Agent fees.

- Indirect Costs of Participating Organizations: Participating Organizations may charge 7% indirect costs. In the current reporting period US$ 99,621 was deducted in indirect costs by Participating Organizations. Cumulatively, indirect costs amount to US$ 509,714 as of 31 December 2015.

7. ACCOUNTABILITY AND TRANSPARENCY

In order to effectively provide fund administration services and facilitate monitoring and reporting to the UN system and its partners, the MPTF Office has developed a public website, the MPTF Office GATEWAY (http://mptf.undp.org). Refreshed in real time every two hours from an internal enterprise resource planning system, the MPTF Office GATEWAY has become a standard setter for providing transparent and accountable trust fund administration services.

The GATEWAY provides financial information including: contributor commitments and deposits, approved programme budgets, transfers to and expenditures reported by Participating Organizations, interest income and other expenses. In addition, the GATEWAY provides an overview of the MPTF Office portfolio and extensive information on individual Funds, including their purpose, governance structure and key documents. By providing easy access to the growing number of narrative and financial reports, as well as related project documents, the GATEWAY collects and preserves important institutional knowledge and facilitates knowledge sharing and management among UN Organizations and their development partners, thereby contributing to UN coherence and development effectiveness.