

2016 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 2016



Latin American and Caribbean (LAC) SUN Civil Society Alliances from Guatemala, Peru and El Salvador

Scaling Up Nutrition Movement Secretariat

www.scalingupnutrition.org

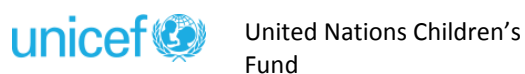
Multi-Partner Trust Fund Office

Bureau of Management

United Nations Development Programme

<http://mptf.undp.org>

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Acknowledgements

This report was written by the SUN Movement Secretariat with contributions from the MPTF Office. The SUN Civil Society Network Secretariat authored the chapter on the progress of Civil Society Alliances' projects funded by the SUN Movement MPTF (Window II).

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List of acronyms

CSA: Civil Society Alliance

CSN: Civil Society Network

CSOs: Civil Society Organisations

DFID: UK Department for International Development

ICE: Independent Comprehensive Evaluation of the SUN Movement

INGOs: International Non-Governmental Organization

M&E: Monitoring and Evaluation

MoU: Memorandum of understanding

MPTF: Multi-Partner Trust Fund

MSP: Multi Stakeholder Platform

NGO: Non-Governmental Organization

PUNO: Participating UN Organization

SDC: Swiss Agency for Development and Cooperation

SDGs: Sustainable Development Goals

SUN: Scaling Up Nutrition

SUN SCSN: Secretariat of the SUN Civil Society Network

ToRs: Terms of Reference

UN: United Nations

UNDP: United Nations Development Program

UNICEF: United Nations Children's Fund

UNOPS: United Nations Office for Project Services

WFP: World Food Programme

WHO: World Health Organization

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. The 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 taking stock and discuss progress, achievements and lessons learned in projects that received support from the MPTF. It covers the period from January 1 to December 31, 2016 and builds upon the previous years' report ([2015 Annual Report of the SUN Movement MPTF](#)) and 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](#)). The SUN Movement MPTF closed on 31 December 2016 and all funded projects were completed by this date.



As of December 2016 the Management Committee of the SUN Movement MPTF allocated a total of USD 10,019,786 (approximately 100% of the total deposits) to the three Windows of the SUN Movement MPTF:

- **Window I - Support for initial SUN actions at country level:** USD 642,000 for a project to develop and implement 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.

[Bill & Melinda Gates Foundation/Olivier Asselin](#)

- **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 1,188,247 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 and the Visioning process for a new pooled fund.

Window I was activated to finance the development and implementation of a pilot programme to strengthen sharing and learning 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 identify historical trends of domestic resources invested in nutrition [see Chapter 3].

By the end of December 2016 Window II provided financial support to civil society actors in 24 SUN Countries across Africa, Asia and Latin America. Support was also granted through this window to the CSN Secretariat. 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)”¹ [see Chapter 4].

Window III was 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 evaluation of the SUN Movement MPTF took place between September 2015 and April 2016 and assessed the added value 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. In 2016 a consultation process – Visioning – took place to decide on the need, scope and stewardship arrangement of a future pooled fund within the SUN Movement in its second phase 2016 – 2020 [see Chapter 6].

¹ Leather, C. & Norvell, N. 2015. Independent Evaluation of the Multi Partner Trust Fund of the Scaling Up Nutrition Movement: Final Report. Rio de Janeiro: April 2016

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 and ended on 31 December 2016. The SUN Movement MPTF was 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 was 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 was 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.

The SUN Movement MPTF had 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 contributed to the SUN Movement MPTF with a total deposit of USD 10,211,725⁴. As of December 2016 the SUN Movement MPTF disbursed USD 10,019,786 for 29 approved projects. This corresponds to approximately 100% of the total deposits. Window I (USD 962,000) was 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) provided financial support to civil society actors in 24 countries⁵ across Africa, Asia and Latin America. Grants to each civil society group ranged between USD 200,000 and USD 535,000 and covered project cycles of 18 to 33 months. Support was also granted to the SUN CSN's Secretariat through Window II (USD 1,188,247). Window III (USD 263,424) was used to support the development of the SUN Movement M&E framework and to support the Independent Evaluation of the SUN Movement MPTF.

This report covers progress, achievements and challenges across the SUN Movement MPTF Windows for the period 1 January to 31 December 2016. The governance arrangements of the SUN Movement MPTF are the same as 2015 and will be presented followed by a summary of the key decisions by the SUN Movement MPTF Management Committee during the course of 2016. 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 summarizes the main findings, conclusions and recommendations of the Independent Evaluation of the SUN Movement MPTF and present the visioning process for a new pooled fund. The 2016 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

² WFP, UNOPS, WHO. UNICEF joined later

³ DFID, IrishAid, SDC

⁴ This includes USD 10,087,658 in contributions and USD 34,067 as interest and investment income from fund

⁵ Bangladesh, Burundi, El Salvador, Ghana, Guatemala, Guinea, Kenya, Kyrgyz Rep., Lao PDR, Madagascar, Malawi, Mali, Mozambique, Myanmar, Nepal, Nigeria, Niger, Peru, Rwanda, Senegal, Sierra Leone, Sri Lanka, Uganda, Zimbabwe

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 as of December 31, 2016.

SCALING UP NUTRITION MOVEMENT MULTI PARTNER TRUST FUND						
Total deposits by Donors (DFID, SDC,IrishAid) + Interest and Investment Income from Fund	SUN MPTF WINDOWS ALLOCATIONS					Administrative Agent Fee+Bank Charges
	WINDOW I	WINDOW II - Civil Society Alliances	WINDOW II - Civil Society Network Secretariat	WINDOW III	TOTAL WINDOWS I, II & III	
\$10,121,725	\$962,000	\$7,606,115	\$1,188,247	\$263,424	\$10,019,786	\$101,318
		\$8,794,362				
PERCENTAGE AGAINST TOTAL DEPOSITS	9.50%	75.15%	11.74%	2.60%	98.99%	1.00%

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 MPTF⁶
- Contributing Donors supporting the SUN Movement MPTF⁷
- 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](#).

⁶ UNOPS, WFP, WHO, UNICEF

⁷ 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 facilitating communication, coordination, sharing and learning across SUN CSAs, and with the broader SUN Movement. The Network is chaired by Milo Stanojevich, CARE Peru and has an 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 SUN CSN Secretariat has recruited a full time Network Manager and Country Support Advisor. The CSN Secretariat is currently hosted and chaired by Save the Children, in the United Kingdom.

The primary purpose of the SUN Civil Society Network (SUN CSN) is to support the formation and sustainability of effective and efficient national CSAs which are strong, credible and influential.

The network also encourages the alignment of civil society organization (CSO) strategies, programmes and resources with country plans for scaling-up nutrition. The SUN CSN aims to achieve their purpose through strengthening the support available for and capacity of national CSAs particularly in the following areas; evidence based advocacy, country support and cross learning, building local capacity, knowledge sharing, fostering innovation, contributing to multi-stakeholder and multi-sectoral initiatives, mapping CSOs in country and budget analysis & financial tracking.

Chapter 2: SUN Movement MPTF Management Committee – 2016 Decisions

The SUN Movement MPTF Management Committee met twice in 2016 (via teleconference).⁸

The first meeting took place on February 18, 2016 and decided:

- The approval by the Management Committee to use USD 152,574 of unallocated MPTF resources against Window II to support the Secretariat of the SUN Civil Society Network in 2016.

The second meeting of the SUN Movement Management Committee took place on April 28, 2016 and decided the following:

- The Management Committee requested the SUN Movement Secretariat to work on the Management Response to the evaluation of the SUN Movement MPTF. The Secretariat was asked to share a guidance note and template for all partners participating in the SUN Movement MPTF to provide a written response to the evaluation's conclusions and recommendations as well as to elaborate on or clarify points raised by the evaluators. The SUN Movement Secretariat synthesized the responses of all partners, highlighting trends and major areas of agreement and disagreement.
- The Management Committee agreed on the launch of a consultation process – named “Visioning” – to shape the need, scope and design of a future (if any) pooled fund within the SUN Movement.

The table on the next page presents an overview of all MPTF funded projects against Window I, II and III. As of 31 December 2016, all 29 SUN Movement MPTF projects have closed.

⁸ 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, 2016

SUN MPTF WINDOW	Country	Title of proposal	Implementing Partner	Partner UN Organization	Total Budget Approved (USD)	Date Approved by SUN Movement Management Committee	Status as of 31 December 2016
ONE	MULTI	Strengthening the Capacity of SUN Countries to Scale Up Nutrition through Learning Routes	PROCASUR Corp	UNOPS	\$642,000	24 November 2013	Closed
	MULTI	Addressing gaps on multi-sectoral costing and financial tracking for nutrition	UNICEF regional offices	UNICEF HQ	\$320,000	13th January 2015	Closed
TWO (CSAs)	Bangladesh	Scaling up Nutrition by Civil Society	CSAs for SUN BD	WFP	\$535,000	28 August 2012	Closed
	Malawi	Strengthening the role of Civil Society in Scaling-up nutrition	Concern Worldwide	WFP	\$428,000	28 August 2012	Closed
	Mozambique	Advocacy for Scaling Up Nutrition	ANSA	WFP	\$428,000	28 August 2012	Closed
	Nepal	Engaging CSOs in advocating and sustaining political will for government action for scaling up nutrition	Save the Children	WFP	\$428,000	28 August 2012	Closed
	Niger	Raising awareness to scale up Nutrition	FORSANI	WFP	\$428,000	28 August 2012	Closed
	Ghana	Formation of Coalition of CSOs to support Scale up Nutrition	Ghana Alliance Against Hunger and Malnutrition	WFP	\$374,500	12 December 2012	Closed

Mali	Mobilizing the Civil Society In Support of the SUN Movement	Oeuvre Malienne d'Aide à l'Enfance du Sahel – (OMAES)	WFP	\$374,500	12 December 2012	Closed
Peru	Acción Concertada por la Nutrición Infantil	CARE	WFP	\$278,200	24 November 2013	Closed
Madagascar	Hina, Plateforme de la Société Civile SUN a Madagascar	ACF	WFP	\$299,600	24 November 2013	Closed
Sri Lanka	Formation of CSAs (CSA) that supports to make Sri Lanka a nourished nation	Save the Children	WFP	\$235,400	24 November 2013	Closed
Zimbabwe	Supporting Civil Society in Realising SUN Objectives and Commitments	Progressio UK	WFP	\$256,800	24 November 2013	Closed
Senegal	Projet d'appui à la bonne gouvernance des secteurs de la nutrition et de sécurité alimentaire au Sénégal et suivi des engagements SUN	Eau-Vie-Environment on behalf of Comité d'Initiative Plateform Société Civile	WFP	\$212,963	14 March 2014	Closed
Rwanda	Establishing Coordinated Rwandan Civil Society Engagement in Scaling Up Nutrition	Catholic Relief Services and Society for Family Health	WFP	\$240,750	14 March 2014	Closed
Burundi	Strengthening Civil Society's Role in Scaling Up Nutrition in Burundi	World Vision International	WFP	\$209,059	14 March 2014	Closed
Guatemala	Fostering Civil Society Action and Inspiring Changes to Implement the 1,000 Days Strategy	Save the Children Guatemala	WHO	\$428,000	28 August 2012	Closed

	Uganda	Strengthening Civil Society capacity to strengthen the scaling up Nutrition	UCCO SUN with World Vision serving as Secretariat of UCCO SUN	WHO	\$321,000	28 August 2012	Closed
	El Salvador	Movilización de la Sociedad Civil para la erradicación de la malnutrición con un abordaje integral, intersectorial y de género	CALMA	WHO/PAHO	\$299,600	24 November 2013	Closed
	Myanmar	Mobilizing Civil Society in Support of SUN Movement	Save the Children UK	UNOPS	\$224,700	24 November 2013	Closed
	Lao PDR	SUN CSA in Lao PDR	Plan International	UNOPS	\$267,500	24 November 2013	Closed
	Guinee Conakry	Appui à la mobilisation de la société civile pour le renforcement de la nutrition en Guinee	Fondation TdH	UNICEF	\$289,000	24 November 2013	Closed
	Kenya	Mobilizing Civil Society in Kenya to champion Scaling up Nutrition	World Vision International	UNICEF	\$299,600	24 November 2013	Closed
	Kyrgyz Rep.	Creating of enabling environment/structural support to improve nutrition for the sake of justice and future generations in the Kyrgyz Republic	Public Fund "Innovative Solution", Public Union "Center of Monitoring" and Kyrgyz Association of Salt producers	UNICEF	\$235,400	24 November 2013	Closed

	Sierra Leone	A Coordinated and Mobilised CSP in Sierra Leone in Support of SUN Movement	Focus 1000 and Helen Keller International	UNICEF	\$299,600	24 November 2013	Closed
	Nigeria	Mobilizing and strengthening Civil Societies to Scale Up Nutrition in Nigeria	Association of Public Health Physicians of Nigeria	UNICEF	\$212,943	13th January 2015	Closed
TWO (CSN Secretariat)	Global	Mobilising Civil Society in support of the SUN Movement - CSN Secretariat	Save the Children	UNOPS	\$535,000	12 December 2012	Closed
	Global	Mobilising Civil Society in support of the SUN Movement – CSN Secretariat	Save the Children UK	UNOPS	\$321,000	24 November 2013	Closed
	Global	Mobilising Civil Society in support of the SUN Movement – CSN Secretariat	Save the Children UK	UNOPS	\$332,629	28 May 2015 (budget increase of \$152,574 approved on 18 February 2016)	Closed
THREE	Global	Evaluation of the SUN MPTF	UNOPS	UNOPS	\$203,424	28 May 2015	Closed
	Global	SUN Movement M&E Baseline Report	MDF Consultancy	UNOPS	\$60,000	12 December 2012	Closed

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 Routes⁹

In 2013 the SUN Movement MPTF Management Committee agreed for the SUN Movement Secretariat to partner with the PROCASUR Corporation¹⁰ to develop a pilot programme to improve sharing and learning initiatives between national SUN multi-stakeholder platforms for scaling up nutrition¹¹. 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;

⁹ No changes compared to Chapter 3 of the [2015 Annual Reports of the SUN Movement MPTF](#)

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 Regional Workshop on Public Finance for Nutrition in Asia took place in Bangkok, Thailand, April 25-27, 2016.

The SUN Movement MPTF funds covered the costs of five workshops which took place in April 2015 and April 2016 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 below¹²:

- 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.

As a continuation to the “budget analysis” workshop that took place in April 2015, where representatives from eight SUN countries met in Bangkok to accelerate efforts in budget analysis for nutrition, a second meeting was organized in April 25-27, 2016, gathering representatives from 18 different countries from Asia and the Pacific. Participants included representatives from governments (nutrition, health, planning and development, and finance sectors), United Nations, civil society and donor organizations. The overall aims of the meeting were to accelerate efforts among Asian countries to report on nutrition budgets, cost nutrition plans and make the investment case for nutrition.

¹² Leather, C. & Norvell, N. 2015. Independent Evaluation of the Multi Partner Trust Fund of the Scaling Up Nutrition Movement: Final Report. Rio de Janeiro: April 2016

Chapter 4: Achievements of SUN Movement MPTF Window II – Support for civil society mobilization in SUN Countries [author: Cara Flowers, SUN CSN coordinator]



Figure 1. SUN CSAs from Anglophone Africa and the SUN SCSN together in Rwanda, 2016

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

- *CSA coordinating mechanisms in place with links to existing CSO networks, platforms and other national mechanisms to avoid duplication.*

The MPTF galvanized the creation of CSAs through funding 24 country alliances. Approximately 8 of these were existing coalitions, such as Ghana’s Alliance to End Hunger. However, others were mobilized as a result of funding. Most alliances built upon existing initiatives where these existed or sought to actively include existing entities such as national nutrition organisations in Tanzania or breastfeeding advocacy groups in El Salvador.

39 alliances were established and running by the project close date. An additional three countries (Haiti, Colombia, Papua New Guinea) with civil society organisations present who are taking steps to mobilise others in support of nutrition but not yet at the stage of formalising their coalitions and alliances. The table below shows the cumulative number of CSAs established in each given year.

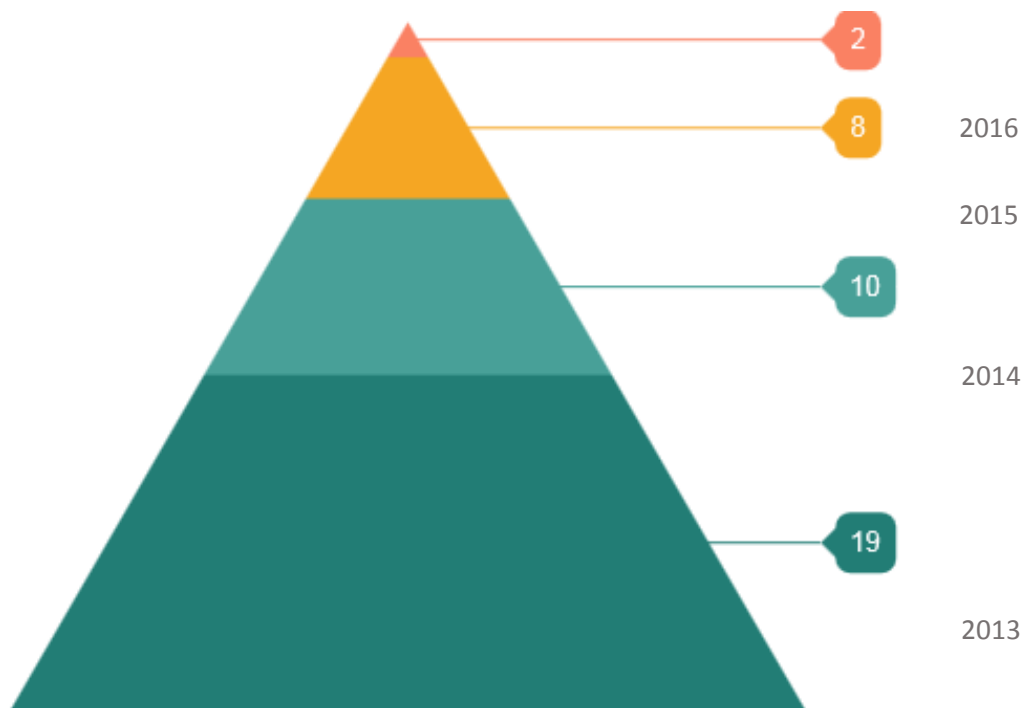


Figure 2. Diagram to show incremental growth in number of CSAs each year

The global SUN CSN has built constructive relationships with other networks and initiatives such as Zero Hunger, The Alliance Against Hunger and Malnutrition, the International Coalition for Advocacy on Nutrition (ICAN) and the Civil Society Coordination Mechanism for the Committee for World Food Security, becoming a member of the nutrition working group and participating in key consultations over the grant period.

- Communication between national CSAs and the global civil society network in place.

"We feel privileged to be part of the supportive SUN CSN. Keep up. Want you to know this." 2014/15 CSA survey respondent

The Secretariat of the SUN Civil Society Network (SCSN) has put in place several communications tools and processes since 2013 to facilitate and improve communication and engagement with and within the network. In addition, the SUN SCSN has made a strong commitment to ensuring that key documentation is available in the three working languages of the network French, Spanish and English with additional translation considered according to resources or availability of in kind support for this. For example, the SUN SCSN has sought to encourage others to translate SUN CSN materials. This has taken place in Pakistan and Kyrgyzstan where materials have been translated into Urdu and Russian. The knowledge management and communications mediums the SUN CSN currently use include:

- Website for the SUN CSN: <http://www.suncivilsociety.com/>
- Twitter: <https://twitter.com/suncsn>
252 followers in 2013 increasing to 2319 followers in April 2017.
- Monthly newsletters were sent in 2014 and 2015 with this moving to a more comprehensive quarterly update in 2016.
The latest is published here: <http://shoutout.wix.com/so/9Lj4Sgcg?cid=ff711822-0194-46c3-8017-4f55746d4e9c#/main>
- Dedicated email addresses via a STCUK and a gmail account.
These are configured to receive google alerts for the SUN SCSN and individual CSAs to enable tracking of online media coverage of alliances and the network.

- Facebook. Through the Children’s Investment Fund Foundation (CIFF) learning route project, a facebook page has been initiated which the SUN SCSN uses to share news, learning and best practice. This can be accessed here: <https://www.facebook.com/groups/SUNCSNLearningRoute/?fref=ts>
- Dedicated calls. The SUN SCSN currently organises a series of monthly regional calls with West African, Anglophone African, Asian and Latin American CSAs to enable information sharing and cross-learning. In addition to these calls, the SUN SCSN holds a monthly advocacy call. Several thematic calls have been held over the course of the grant period. These include calls dedicated to fundraising and sustainability, private sector engagement, needs assessment and learning, accountability and the right to food and nutrition. The SUN CSN steering group holds a regular monthly call on the first Wednesday of each month. Observers are welcome to this call.

The SUN SCSN uses a variety of channels, including webex, skype and whatsapp, to maintain communications in order to be as flexible and responsive as possible according to the method the alliance finds most useful. For example, in 2016 whatsapp groups were created for CSA representatives who attended the Rwanda Learning route (not funded via the MPTF mechanism) and after the regional workshop for Asia, held in Indonesia, in order to enable participants to maintain contact and share their updates in real time. This has proved to be a popular and useful means to share news.

The SUN SCSN has tracked CSA and network perspectives on communications tools via each annual survey in order to review communications and change approach or adapt communications formats and style as required. The 2014/15 survey indicated that CSAs felt they were receiving too much information via email and asked for a differentiated coding system for mails which was introduced in 2016 along with an attempt to refine and reduce communications prioritising those which are most pressing in any given week. The 2015/16 survey included feedback stating that the annual survey is very useful due to the diversity and breadth of information collected but too long. As a result, in 2017, the SUN SCSN will be following with the written survey through a series of phone calls with national alliances with the aim of strengthening relationships with them and in order to offer another route for providing the information the SUN SCSN currently tracks. The 2015/16 survey also included positive feedback stating that *“The SUN CSN [secretariat] team is dynamic and strong. This has been evident in the communication we have had from the team. They have been an inspiration for our CSA. We can only hope to live up to the high standard of work, stamina and drive.”*

- CSAs prioritize scaling- up nutrition work in line with national processes.

The SUN SCSN tracks whether CSAs feel their work is aligned to government priorities and their engagement with national planning processes. In the 2015/16 CSN survey, alliances were asked how they coordinate civil society alignment with national priorities. All alliances responded and full responses are available upon request. Alignment is usually through participation in multi-stakeholder platform discussions and national planning processes as well as articulating which aspects of national nutrition plan delivery the alliance and its membership will focus on. In Myanmar the alliance has raised awareness of the national nutrition plan and organised meetings to agree priorities among NGO counterparts. The Kenya alliance stated how they ensure alignment through *“effective participation in regular multi-stakeholders meetings, development of common results framework, involvement in nutrition working groups and joint planning, strategies and implementation of key nutrition activities. The SUN Government Focal Point and other networks are regularly updated on CSA activities”*. Finally, it is worth noting that in some countries civil society is at the forefront of encouraging countries to engage with the SUN Movement. For example, in Colombia the very active coalition of civil society based there is in the process of encouraging government commitment to SUN. In Liberia although the alliance has struggled for funding and recognition, they have been formative to pressing for coordinated government engagement for nutrition.

At the end of 2015 a paper outlining alignment of CSA activities was published by the SUN SCSN to explore how CSAs might best engage with national nutrition priorities and what this means in practice. This paper presents examples of best practice in the area of alignment. The document along with the SUN SCSN response to alignment can be accessed at the links below:

Civil society alignment in multi-stakeholder efforts to scale up nutrition – [ENGLISH](#), [FRANÇAIS](#), [ESPAÑOL](#)

How the SUN CSN will enable alignment [ENGLISH](#), [FRANÇAIS](#), [ESPAÑOL](#)

In 2016, the SUN CSN socialised the paper and communicated the recommendations to alliances.

- 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.

The SUN SCSN has disseminated guidance on establishing a CSA and offers one to one support and twinning or CSA to CSA exchange. The SUN SCSN is also available to support with conflict resolution where necessary and encourages member organisations to take a lead in resolving any challenges they are facing in country. For example, in Bangladesh, Kenya and Ivory Coast in particular the SUN SCSN has supported conflict resolution processes consistently encouraging collaboration where possible.

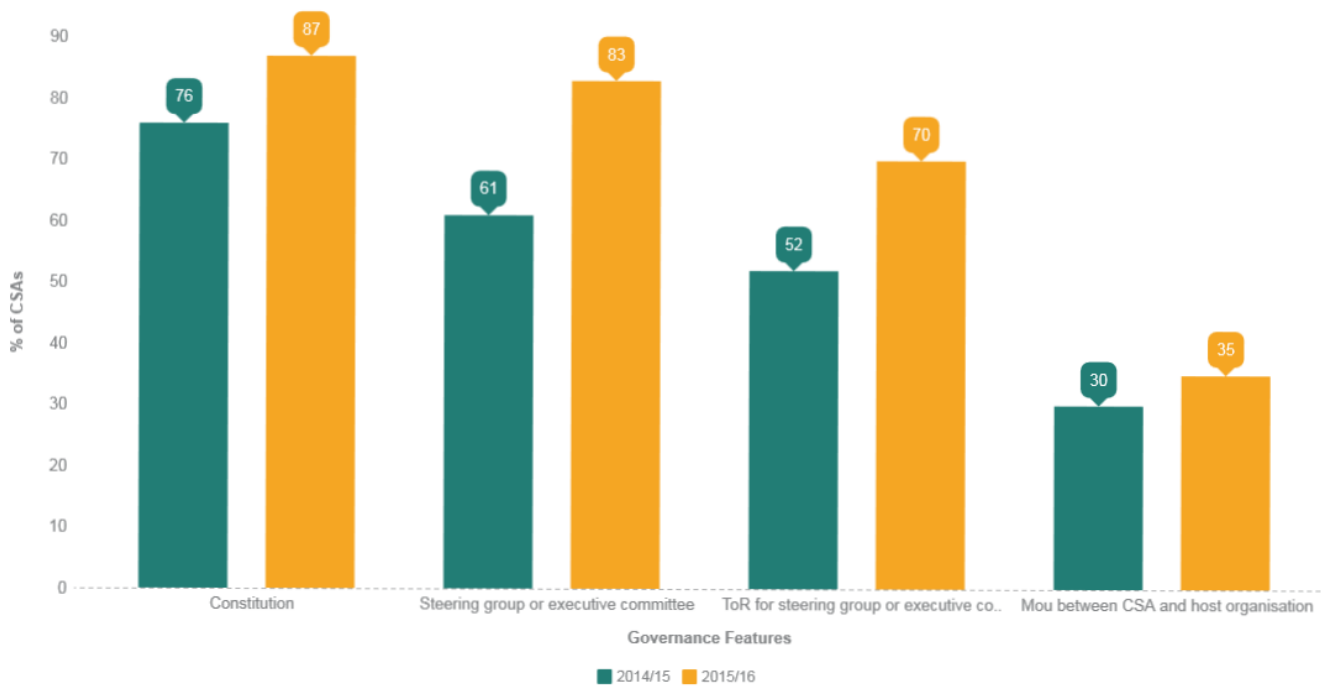


Figure 3. % of CSAs reporting key governance features in each survey year

In 2015/16 the survey of CSAs also tracked the number of CSAs with 50% or more female members of national steering groups or executive committees. 48% of CSAs responding had 50% or more female steering group leaders. While many women work in the field of nutrition the SUN SCSN seeks to encourage CSAs to actively promote female leadership for nutrition at a high level.

Challenges and opportunities

Sustainability of the MPTF investment

Given the current fundraising challenges, the SUN SCSN and national CSAs are facing there is a very significant risk to the sustainability of the investment in civil society engagement via the MPTF. If funding is not obtained in the near future, and if fundraising efforts cannot be sustained in the long-term the network is at a real risk of collapsing. The lack of sustained investment also calls into question the multistakeholder approach of the SUN Movement. Without the civil society network, the SUN Movement cannot be called a multistakeholder approach and certainly would be undermined in terms of inclusivity and engagement. In addition to the 24 alliances mobilized via the MPTF, 15 alliances were established in SUN countries via other funding mechanisms and the momentum created by SUN in country. The table below shows the seven country alliances which were MPTF recipients who successfully received additional funding via the New Venture Fund (NVF) demonstrating a clear catalytic impact in the area of nutrition advocacy where the NVF investment was targeted. The table also shows which of the MPTF funded alliances have funding into 2017. The latter demonstrates a worrying lack of sustainability if the situation continues. For further information about how the SUN SCSN has responded to this challenge see key area of change 5.

	NVF recipient	Date of establishment	Funded in 2017 x=fully *=partially
Bangladesh		2012	x
Burundi		2015	
El Salvador	x	2015	
Ghana		2012	
Guatemala		2014	
Guinea		2014	
Kenya		2013	*
Kyrgyz republic		2014	
Lao PDR		2014	x
Madagascar		2013	
Malawi	x	2013	*
Mali		2011	
Mozambique	x	2013	*
Myanmar		2015	x
Nepal		2014	
Niger		2011	
Nigeria		2013	

Peru	x	2006	
Rwanda	x	2015	*
Senegal	x	2015	
Sierra Leone	x	2013	*
Sri Lanka		2014	
Uganda		2013	*
Zimbabwe		2014	

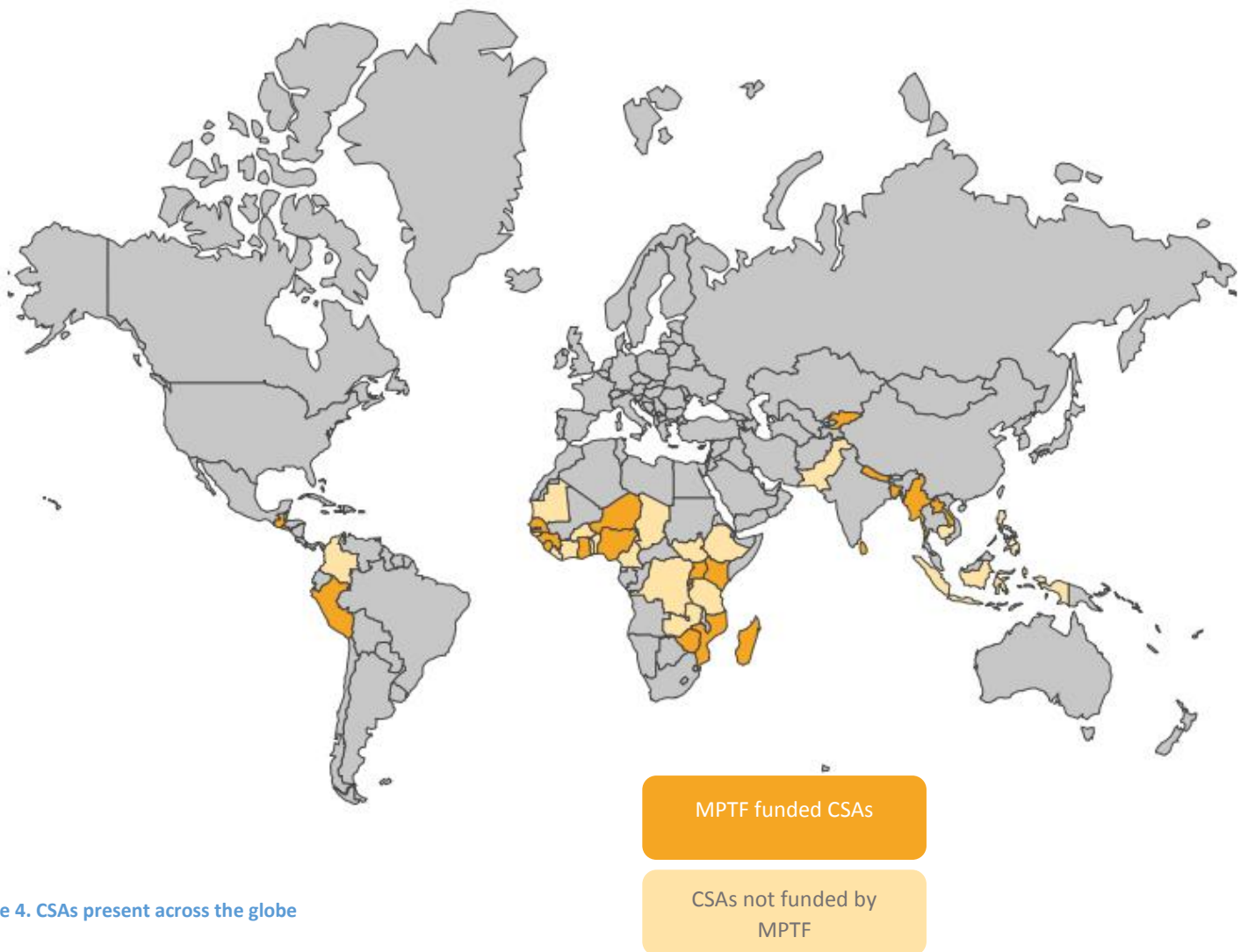


Figure 4. CSAs present across the globe

Accountability and capacity of the SUN CSN secretariat to respond

While the SUN SCSN employed an additional staff member in 2014 the steady increase in alliances forming and organisations interested in the approach and work of the SUN SCSN has meant that often the secretariat has struggled to fill in capacity gaps around MPTF tracking and follow up. For example, the role of PUNOs in supporting alliances to manage funds effectively and provide course correction and targeted support when required has been limited. The SUN SCSN in turn has not had the capacity or expertise often to respond when there have been allegations of financial mismanagement or more commonly requests to help with developing the capacity required to manage funds effectively. This is a core need the SUN SCSN hopes to be able to support in the future. Without attention to the sustainability of this funding stream and capacity of the SUN SCSN to respond accountability around use of funds will be undermined.

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

Progress & Analysis

- CSAs contribute to the common multi-stakeholder narrative on nutrition

The 2015/16 survey demonstrated that CSAs are contributing to multi-stakeholder platforms (where these exist) and are actively encouraging multi-stakeholder ways of working where these platforms are less established. This approach and way of working is reflected in the language used and narrative framing on ways of working. Alliances rated their relationship with other stakeholders as either good or very good. For example in Rwanda “*the CSA works with government, donors and the private sector*”¹⁴. However, some CSAs (although not those funded via the MPTF mechanism) highlighted that multi-stakeholder platforms were not functional. Nonetheless CSAs have often been instrumental in galvanising the establishment of these. Interestingly, in the new global Sustainable Development Goal (SDG) framework multistakeholder ways of working are encouraged and several national alliances have found themselves to be well placed for engagement with national SDG implementation planning processes as a result.

- CSAs advance this narrative through advocacy campaigns, press coverage and raising SUN public awareness

The SUN SCSN has put considerable effort into encouraging coordinated advocacy in support of national nutrition priorities. Given the enthusiasm of CSAs for the SUN structure and way of working, advancing the multistakeholder narrative has been a given as the practice of doing this and encouraging it is an effective way of advocating the approach. For example, the Sierra Leone the alliance stated that their advocacy and communications work is “*aligned with government priorities as laid out in the Nutrition Security Implementation Plan*” thus reflecting this common messaging. SUN SCSN and CSA commitment to advancing advocacy activities is evidenced by:

- A monthly advocacy call convened by the SUN SCSN Country support adviser.

¹⁴ SUN CSN 2015/16 Annual Survey

- Dedicated technical support and advice provided in this area by both the SUN SCSN and external technical assistance providers such as those within DFID's technical assistance for nutrition programme and the wider CSN member organisations including the University of Sussex Institute of Development Studies, Action contre la Faim, Results Action, Save The Children UK and others. Contributions to international and national advocacy initiatives such as those led by the International Coalition for Advocacy on Nutrition (ICAN), Zero Hunger initiative, Project Everyone's healthy not hungry campaign, Jamie Oliver's Food Revolution Day and others.
- Coordination with other actors who have been externally engaged in support of the SUN movement such as Weber Shandwick, to facilitate development of common, nationally appropriate messaging.
- Strong coordination with the SUN movement secretariat via a monthly catch up on advocacy and communications. This has led to joining forces and dividing our time according to where we feel we would each be most effective. This has been successful for participation in:
 - o The World Health Assembly 2016
 - o The United Nations General Assembly 2016
 - o The WASH Nutrition conference organised in Bonn by Sanitation and Water for All.
- The Nutrition champion cohort. The SUN CSN has created a strong group of nutrition champions through dedicated training and support coordinated with the wider SUN CSN membership. The SUN SCSN has sought to identify opportunities for training and promoting our champions in multiple fora.

In 2015 and 2016 SUN CSA coordinators from Myanmar, Uganda, Tanzania and Zambia were Transform Nutrition winners. The SUN SCSN has encouraged SUN CSN members to support this effort with Save the Children UK holding a nutrition champions training workshop in 2016 and Results Action and Action Contre La Faim also providing bespoke support in this area with the SUN SCSN directing their activity and intervention in line with opportunities and demand. This investment in nutrition champions has proved successful with many now invited to speak in international fora as a result. For example, in 2016, Tisu Zimpita spoke at a high-level side event at the World Bank in Washington on the occasion of the early child development conference. Christine Muyama, who was formerly the coordinator for the Ugandan civil society alliance has become a regular commentator on nutrition in the region. Finally, media coverage demonstrates the strong impact of training and support for many national alliance coordinators. In Zambia, Mwandwe Chileshe the national coordinator for the CSA has featured regularly on national radio speaking about nutrition issues. For more detailed information about the presence of CSAs in the media and their work championing nutrition see key area of change 3.

In 2016, the SUN SCSN supported the Ethiopia CSA in developing an advocacy strategy through convening a national meeting for civil society. The strategy now forms the basis of a funding proposal and workplan for the coming years.

The SUN SCSN provided support to the Action Contre La Faim West Africa advocacy workshop held in Dakar in 2016 where we facilitated a fundraising session. The West Africa group has also developed a workplan and joint advocacy approach as a result of this regional meeting.

The SUN SCSN secretariat assisted Indonesia and south Asian CSAs from Myanmar, Cambodia, Bangladesh and Pakistan bringing them together in Jakarta to discuss regional opportunities for advocacy engagement. This regional group is now developing their own strategy for further engagement and coordination.

The SUN SCSN visited Latin American alliances in El Salvador and Guatemala in support of their advocacy and capacity efforts as well as record case studies of their efforts to share within the SUN CSN.

The SUN SCSN continues to identify opportunities for collaborating with regional institutions and region specific initiatives with a view to providing opportunities for this regional group to work together.



Figure 5. Representatives from the Indonesian government and civil society with CSA leaders from Bangladesh, Myanmar, Pakistan and Nepal

- The Global CSO network supports individual CSAs with establishing advocacy strategies and assessing their effectiveness

In addition to the above, the SUN SCSN has collected a repository of advocacy strategies from alliances and members and has provided sustained support in this area. In the 2015/16 survey, all CSAs reported having advocacy and communications strategies in place as well as contributing to national advocacy and communications strategies with other stakeholder groups. The SUN SCSN has supported CSAs in self-assessment of their advocacy work. However, the SUN SCSN would like to develop this workstream further with a stronger focus on effective Monitoring, Evaluation, Accountability and Learning (MEAL) system and streamlined ways of measuring impact.

- The CSN brings voices from countries to global advocacy forums

The SUN SCSN has sought to enable and encourage engagement in international advocacy fora. This included developing a joint workplan and approach with the international coalition on advocacy for nutrition (ICAN), holding a joint meeting in Rome in 2016 with three national alliance members in attendance from Pakistan, Malawi and Zambia respectively. Other engagements included civil society representation at the United Nations General Assembly, The Committee on World Food Security Nutrition Working Group meetings, World Health Assembly 2016, in Rio de Janeiro for the 2016 Olympic Nutrition for Growth event, and during the World Bank autumn meetings.

- CSAs make strides in advocacy efforts

Previous MPTF reports have detailed the advocacy successes as a result of CSA activity. In 2016, several CSAs worked on ensuring integration of nutrition into national sustainable development goal implementation plans. For example, in Kyrgyz and Indonesia alliances successfully lobbied for the inclusion of breastfeeding indicators in national plans. In Myanmar and Cambodia CSAs have advocated for and supported the government in establishing breastmilk substitute marketing code monitoring mechanisms nationally to ensure enforcement of the code. In Malawi, Zambia and Burkina Faso alliance members made contact with finance ministers in order to brief them in advance of the World Bank Early Child Development summit at the World Bank. The Kyrgyz alliance developed a handbook on monitoring nutrition related laws to follow on from their successful efforts to encourage flour fortification. Finally, alliances in Ethiopia, Guatemala, Kenya, Kyrgyzstan, Malawi, Peru, Rwanda, Pakistan, Sierra Leone, Burkina Faso, Niger, Malawi, Mali, and Zambia have undertaken budget analysis using this information to drive advocacy for increased or improved national investment in nutrition. The above represents a small selection of the successes CSAs have demonstrated in their

advocacy work. For further information, please see individual country reports, the SUN SCSN impact report and network updates.



Figure 6. CSO representatives in West Africa calling for action on nutrition now

Challenges and opportunities

Measuring impact and progress of advocacy efforts

Measuring the impact of advocacy initiatives including sufficient articulation of baselines in advance of strategy implementation, has been challenging for the SUN SCSN. The timescales involved have not always allowed for solid attribution of the gains made in country to CSAs. Additional resources are required in order to undertake this assessment of impact effectively and consistently for all CSA MPTF grantees.

Coordination of external technical assistance

Coordination of actors is a huge challenge as donors seek to fund many different initiatives at the same time, several of them engaging with national civil society alliances. Duplication is common and coordinated approaches from donors and some technical assistance providers can be lacking. This is in evidence in countries which have witnessed multiple advocacy and communications workshops often with overlapping goals from different technical partners. In particular donor priority countries civil society alliances can spend considerable amounts of time engaging with these external actors, particularly if they feel obliged to respond due to SUN Movement or government requests to do so. The technical guidance and assistance is very welcome. However, donors seeking to support the SUN Movement should encourage alignment and coordination in the way in which they engage stakeholders and seek to reinforce their existing strategies and approaches over duplicating them.

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

- 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

The SUN SCSN has sought to optimise the opportunities for alliances to engage with international and national opportunities to support stronger commitments for nutrition. For example, the SUN SCSN has prepared CSAs for engaging with their governments in advance of World Bank meetings on financing for early child development in 2016 to ensure ministers of finance were sufficiently aware of the opportunity. The SUN SCSN along with the International Coalition on Advocacy for Nutrition (ICAN) released a statement from member organisations and coalitions on the occasion of the Nutrition for Growth event in Rio de Janeiro for the Olympic games, seeking to obtain commitment from the Italian government for investment in nutrition given their role hosting the G7 in 2017. The statement can be accessed here: http://nutritionforgrowth.org/wp-content/uploads/2016/06/26-Aug_CS0-N4G-statement-in-5-langs.compressed.pdf

A small selection of the work CSAs undertook in 2016 in relation to developing commitments is below:

In Senegal, the CSA workshop on governance and nutrition commitments: https://www.dropbox.com/s/kbdalzavairji8f/Article_Atelier%20d'%C3%A9change%20et%20de%20mutualisation%20%20d'exp%C3%A9riences%20de%20plaidoyer_Senegal.docx?dl=0

In Ghana, the CSA has consistently encouraged local food production as a means to improve nutrition: <http://allghananews.com/business-and-economy/68782-patronize-our-local-foodstuff-wiad>

In Nepal, the alliance has encouraged iodine supplementation and sought to change behaviour around food consumption. Further information can be found on their youtube channel here: <https://www.youtube.com/channel/UCFrO7KPJwvyaC6WXWQSTPtQ>

In addition, news from alliances was collated on a dedicated storify page until April 2016 which can be found here: <https://storify.com/SUNCSN/scaling-up-nutrition-civil-society-network>

- 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

“An advantage is membership of a global network and the opportunity to share good practices” 2015/15 SUN CSN Annual survey respondent

The SUN SCSN has focused on building capacity through sharing and learning around best practices. This has involved documenting and disseminating country alliance examples of what works best. These are detailed in both national and international publications. Publications detailed later in this chapter reflect communications from CSAs in relation to best practice for nutrition. In addition to those several CSAs have produced videos and songs to communicate good nutrition practices and raise awareness. For example, in Laos a video on links between nutrition and gender was produced while in Sri Lanka the CSA used evidence on non-communicable disease prevalence to launch a campaign called ‘Work Right – Eat Right’.

O ingrediente que falta
A Geração Nutrição sabe que investir numa alimentação variada e nutritiva é o ingrediente que falta para que a desnutrição crónica deixe de ser uma realidade para o país.

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Videos

Bangladesh CSA: <https://www.youtube.com/channel/UCV0f09uHf8Mx4mImXdYCa-A>

Malawi:

Myanmar: <https://www.youtube.com/watch?v=q5xysZstjFE>

Niger: <https://www.youtube.com/watch?v=zYHu0mIrrWc>

Pakistan: <https://www.youtube.com/channel/UC7cedzzM5INsPSM-VrRkig/videos>

Philippines: https://www.youtube.com/watch?v=s-IXnP_aDQE

Rwanda: <https://www.youtube.com/channel/UCONR8bMZGr92ec6YzMqIZbg>

Zambia: <https://www.youtube.com/watch?v=21TPL4uAigq>

Songs

Burkina Faso: <https://www.youtube.com/watch?v=ZXTYFwVDcvk>

Ghana: <https://www.youtube.com/watch?v=mjGyznTN4t8>

Zambia: Available upon request

Ethiopia: Available upon request

Sierra Leone: <https://www.youtube.com/watch?v=zw-BihofUzc>

East Bali, Indonesia: <https://www.youtube.com/watch?v=XtWloyXWRnM>

Laos: <https://www.facebook.com/suncsalaos/?fref=ts>

In 2016 the SUN SCSN initiated the learning routes project to increase learning and exchange around best practice to tackle malnutrition after successfully receiving funds from the Children's Investment Fund Foundation. This built upon the country support strategy to document and intensively share best practices in Rwanda with CSA representatives from across Anglophone Africa. Further information about the learning route can be found here: <http://suncivilsociety.net.wixsite.com/learningroute>

- The global CSO network assists individual CSAs to make optimal contributions to national platforms

The SUN SCSN has developed guidance for and provides tailored support to CSAs to assist them in making contributions to national platforms and encourages the creation of these where they don't yet exist. The 2014/15 survey showed that 17 CSAs (55% of respondents) reported being aligned to government and other nutrition priorities with 25 CSAs participating in multi-stakeholder platforms/forums (81%). However, the annual CSA surveys also show queries over functionality of platforms.

Challenges and opportunities

Academic engagement

Academic knowledge and expertise has been dispersed throughout the SUN Movement as there is no dedicated network or initiative to integrate evidence based policy and practice systematically. The SUN SCSN has created an academic sub-group and has encouraged engagement with this community in country in support of CSA activity. This has resulted in strong relationships between CSAs and universities in some locations such as Ghana, Kenya, Tanzania, Uganda, Nepal and Nigeria in particular where academics are leading figures in the alliances. This is a great opportunity but as there is no clear mechanism to connect them with academics internationally or to attempt to coordinate research that would be beneficial to the SUN movement and SUN CSN some opportunities for improved evidence creation may have been missed. The SUN SCSN would like to focus on the creation of a solid evidence base and the interpretation of evidence to communicate it effectively in the next phase of their work.

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

EXPECTED OUTCOMES

- CSAs agree on the data needed to track progress and its sources, and where necessary, initiate tracking processes.
- 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
- Global CS network monitors the contribution of CSAs to accountability and advises on optimal ways to do this

Progress & Analysis

- CSAs agree on the data needed to track progress and its sources, and where necessary, initiate tracking processes.

CSAs have used a variety of data sources to track progress towards reducing malnutrition. For example, via national surveys, NGO survey data and budget tracking, analysis and related advocacy. Particular success has been achieved with budget tracking efforts with many alliances now looking at sub-national allocations in addition to analysing national budgets.

Mapping organisations involved in nutrition interventions by thematic focus and geographical location has proved to be a useful activity undertaken by the SUN SCSN, as necessary data collection and management technique for coordinated nutrition efforts.

SUN CSAs and the SUN SCSN have consistently called for an international commitment monitoring database to allow for consistent and consolidated tracking of national and international commitments for nutrition and as such have been involved in consultations undertaken by others to advise on the scope and format of this.

- 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

At a global level which CSAs have been able to draw upon several initiatives to track progress. However, for many countries it has been necessary for CSAs to develop their own nationally relevant processes and tools that specifically follow national nutrition plans. Global initiatives which have worked with CSAs in country include:

- The hunger and nutrition commitment index (HANCI)
 - o Tanzania and Zambia
- The Global Nutrition Report
 - o National launches for the GNR were held in East and West Africa in 2016

In many countries alliances have supported national policy development. For example, in Sri Lanka, the SUN People’s Forum reviewed the interventions listed in the strategic action plan of the National Nutrition Policy 2010 from the community perspective. In Guinea, where chronic malnutrition has reduced from 31.2% in 2012 to 25.9% in 2015, the CSA successfully advocated for revision of the nutrition policy and implementation of legislative directives such as that on breastfeeding and supplementation. Similarly in Kenya, the alliance successfully ensured the inclusion of nutrition in the revised national health policy.

- Global CS network monitors the contribution of CSAs to accountability and advises on optimal ways to do this

The SUN SCSN accountability think piece outlines how the SUN SCSN understands effective accountability and presents some examples from CSAs in relation to this. There are different ways of enabling and encouraging accountability, depending on context. The work of CSAs in this area has included the following:

- Raising awareness of stakeholder commitments for nutrition
- Parliamentary group creation – leading sustainable long-term engagement with political leaders for change on nutrition
- The creation of youth networks and advocate groups
- Budget analysis, tracking and advocacy efforts
- Developing internal accountability mechanisms to ensure that national CSA membership feels their leadership is accountable to them

The SUN SCSN has continuously documented the experiences of CSAs in relation to a variety of thematic areas which relate to accountability efforts. A selection of SUN SCSN publications available on the website draw upon case studies collected thus far are as follows:

- Advocacy Toolkit, 2015 (with additional translated versions available in 2016): http://media.wix.com/ugd/a1d6d9_f96d85bbd6fd47bd9c62997078d89579.pdf
- Social Accountability for Nutrition think piece: http://media.wix.com/ugd/a1d6d9_a59f6d7d49ff42148bcd29ce26131629.pdf
and presentation: <https://www.slideshare.net/SUNCSN/more-examples-of-social-accountability-efforts-in-sun-countries-250816>
- Civil society alignment in multi-stakeholder efforts to scale up nutrition: http://media.wix.com/ugd/a1d6d9_f70a46c536f94964bc7abdf57a59fa4d.pdf
- Effective civil society coalition building: http://media.wix.com/ugd/a1d6d9_a704fa8826a1477abf1130ca7736f3f2.pdf

The following section of the SUN CSN website includes several documents detailing impact of SUN CSAs: <http://www.suncivilsociety.com/our-impact>

Other publications can be found here: <http://www.suncivilsociety.com/publications-knowledge-products>

The SUN SCSN has ensured CSA contributions to in practice briefs published by the SUN movement:

[Empowering women and Girls to Improve Nutrition: Building a Sisterhood of Success](#) (2016)

This publication includes case studies and commentary from members of the SUN CSN steering group and alliances in Myanmar, Malawi, Zimbabwe and Laos.

In addition, several reports by external agencies reference the experiences of CSAs or include case studies documenting their work. These include:

- STCUK, *Unequal portions*. 2016: <http://www.savethechildren.org.uk/resources/online-library/unequal-portions>
This publication includes case studies from SUN CSAs in Sierra Leone and Sri Lanka as well as contributions on the international human rights and humanitarian legal framework from the SUN CSN country support adviser.
- Results UK, *What Works for Nutrition? Stories of Success from Vietnam, Uganda, and Kenya: 2015* <http://www.results.org.uk/blog/new-report-launch-what-works-nutrition-stories-success-vietnam-uganda-and-kenya>
- UN Standing committee on nutrition news (Issue 41, 2015) http://unscn.org/files/Publications/SCN_News/SCNNEWS41_web_low_res.pdf
- IFPRI *Nourishing Millions: Stories of Change*. 2016: <http://nourishingmillions.ifpri.info/>
- Commentary in a forthcoming special edition of *Global Food Security*, 2017 tbc: <https://www.journals.elsevier.com/global-food-security>
- ENN, *Advice from nutrition champions on setting up a CSA*: <http://www.ennonline.net/nex/7/suncivilsocietynetwork>
- ACF, *Budget tracking, policy and advocacy*. Tbc 2017

Challenges and opportunities

Political will to support accountability efforts

Democracy, transparency and principles of accountability must be agreed first if change is to occur. In many countries this needs to improve as political will can lag behind the commitment of civil society to ending malnutrition. In countries without commitment to transparency around government policy formulation multi-stakeholder ways of working have been a challenge. Civil society may be perceived as a threat to political patronage and as a risk to stability. However, bi-lateral and multi-lateral engagement between country stakeholders has been effective in demonstrating to stakeholder groups how other country teams work together, thus opening up space to discuss challenges, opportunities and approaches.

Data access and generation of evidence

The cost of data collection can be high and is a highly politicised activity. Ensuring access to appropriate data that is collected in a credible and replicable manner is important. It can also be challenging for civil society to show inconsistencies in nutrition gains. For example, the unequal progress against nutrition targets which even those countries making gains in tackling malnutrition have experienced. Civil society alliances have encouraged the participation of recipients of nutrition services in collecting information on service delivery and coverage. However, a concerted drive led by national government commitment with significant UN agency support would go far in improving this.

Shrinking civil society space and lack of donor investment

Civil society space globally is shrinking with increasing restrictions on civil society activity. This is compounded by a changing donor landscape with many traditional donors not willing to sufficiently invest in malnutrition reduction for the duration and intensity required for results to be achieved. There remains a strong need to demonstrate the value

of civil society engagement and support alliances in tracking their results and impact systematically if the SUN SCSN, CSN and its membership are to be able to demonstrate the importance of not only including CSAs but supporting their leadership in tackling malnutrition.

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

- *CSAs put in place mechanisms promoting mutual learning from best practices on advocacy and engagement to generate sustained commitment to SUN.*

The SUN SCSN and CSAs have instigated twinning and exchange around a variety of thematic areas. For example, Sri Lanka and Kenya. Zambia and Tanzania have all undertaken exchange visits. The SUN SCSN has sought to support regional groups of CSAs keen to meet for the purpose of exchanging best practice in advocacy and policy change. For example, through supporting alliances in East and West Africa to convene.

CSAs have requested opportunities to share experiences within and between regions recognising the benefit of focusing on regional opportunities in an uncertain global policy environment. This has led to the SUN CSN developing a regional strategy to decentralise the SUN SCSN focus and encourage engagement with regional institutions. This is a key tenant of the SUN CSN strategy for the future.

The Nairobi financing for nutrition workshop presented an opportunity for CSA engagement and the SUN SCSN strongly encouraged the SUN Movement to consider attendance of CSAs as important given their leadership on budget analysis and assessment of financing gaps. 20 CSA representatives attended the workshop. This enabled the SUN CSN to meet with some of the alliance representatives present in order to discuss broader engagement with the SUN Movement and advocacy on budget tracking and analysis as well as learning and sharing examples on communications and fundraising between alliances.

- *Global CSO network effectively supports national CSAs, sharing lessons, tools, providing advocacy advice*

The SUN SCSN has been monitoring the requests for technical assistance received. To date the SUN SCSN has responded to 328 requests for technical support in a variety of different areas, some of which are outlined below. Further information on the breakdown of requests is available upon request. Of the 281 requests which had been received by March 2016, 88% were responded to by the SUN SCSN. Capacity assessments have been included in each SUN CSA annual survey with the results used to tailor the strategy and approach of the SUN SCSN in each instance. The primary key support needs identified by CSAs in 2015/16 include:

- Budget analysis
- Funding
- Advocacy
- Developing the multi-stakeholder platform
- Conflict management and resolution

- Developing the CSA

In the annual survey 2015/16 nine CSAs rated the support received from the SUN CSN as very good. Nine CSAs rated SUN SCSN support as good with two CSAs leaving this question blank. This compares with 2014/15 survey data where 12 CSAs rated support as Good and 12 CSAs rated support as very good.

In both surveys CSAs listed the following areas as work that the SUN SCSN does particularly well:

- Sharing knowledge and information
- Supporting within the means available
- Quick responses
- Implementing guidance such as the governance note.

Further information, analysis and quotes such as those below can be found in the 2014/15 survey analysis located here: http://media.wix.com/ugd/a1d6d9_994ae244aa1d4597ae25d43f786f04ce.pdf

2015/16 survey data is available upon request.

- CSAs develop strategic plans and locate finance for longer-term sustainability

Many CSAs have developed long-term plans and strategies. The SUN SCSN has sought to support fundraising and strategy development in 2016 through bespoke support provided from the More Partnership and the development of a fundraising toolkit and development of an impact package showing the contribution of individual CSAs as well as the SUN SCSN. The toolkit can be found here in [English](#), [French](#) and [Spanish](#).

Five CSAs have funding that extends past the end of 2017. For others the future is less certain.

The SUN SCSN developed a network wide theory of change in autumn 2016. The aim of this is to unify efforts of the SUN SCSN secretariat and national alliances in the future providing a shared overarching framework within which national alliances and the global CSN can work strategically. The theory of change is a simplified version of the SUN SCSN strategy. Ideally, in the next phase of SUN SCSN activity the theory of change will serve as a basis for developing strong indicators to track the changes we would like to see in relation to nutrition. The theory of change can be found here: <https://drive.google.com/file/d/0B5p1ApgS7tIlaVZUNS01NE4tbkE/view>

Finally, the SUN SCSN calendar is designed to show where the secretariat and network are engaging in the future in support of planning processes and to encourage coordinated action: https://docs.google.com/spreadsheets/d/1f_0JZ44lqTxo8HGyJ1QnlpXgXjgmheHATQ-wDFMxzbw/edit#gid=1386864986

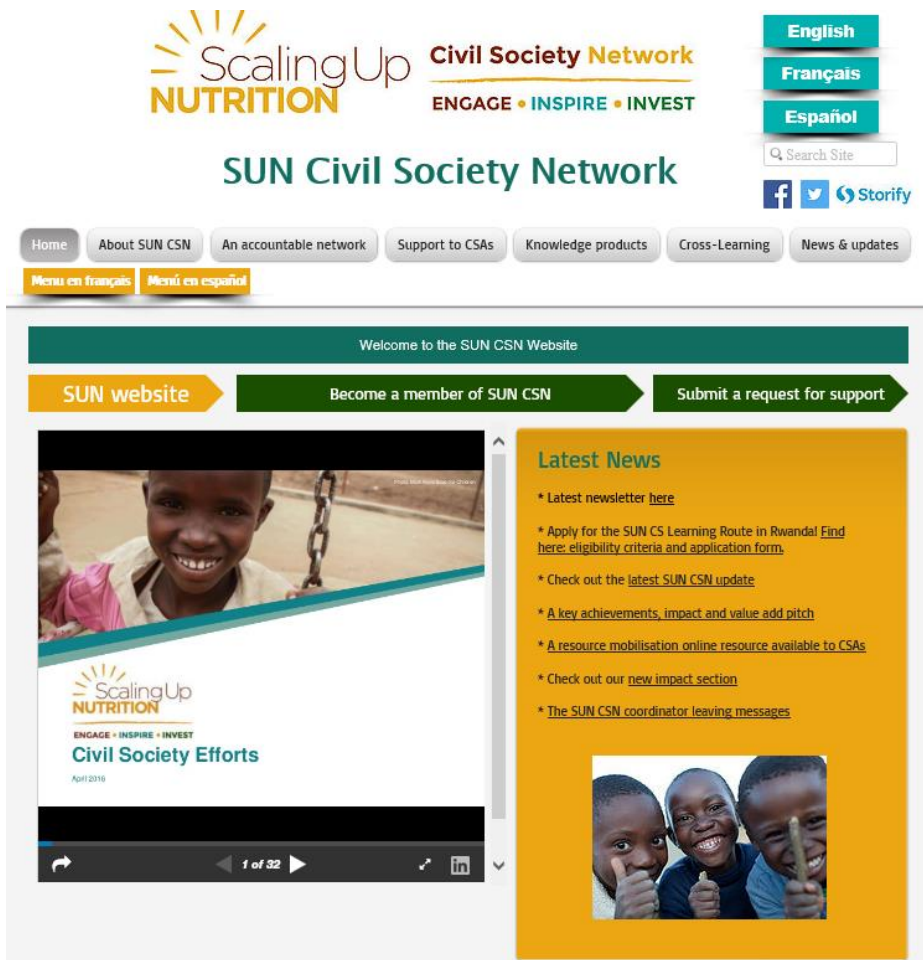


Figure 8. Landing page for the SUN CSN website showing the impact presentation developed in 2016 to summarise the impact of the network from country to global level

- CSAs produce reports on achievements and contributions to national priorities and the SUN movement

CSAs have been prolific in communicating achievements, contributions and work towards scaling up nutrition. The SUN CSN blogpage has links to social media platforms managed by CSAs where the latest information on their activities and achievements can be found here:

<http://www.suncivilsociety.com/social-media-and-websites>. This list is replicated below:

Many alliances have made public government commitments to reducing malnutrition and produced reports and articles on progress in relation to these. Further information on specific national alliances can be found below:

Websites

Bangladesh - [Civil Society Alliance for Scaling Up Nutrition in Bangladesh \(CSA for SUN, BD\)](#)

Ghana - [Ghana Coalition of Civil Society Organisations for Scaling Up Nutrition \(GHACCSSUN\)](#)

Lao PDR - [SUN Civil Society Alliance in Lao PDR](#)

Madagascar - [Hina](#)



Figure 9. Landing page for the website of the Madagascar SUN CSA

Myanmar - [Scaling Up Nutrition Civil Society Alliance \(SUN CSA\) in Myanmar](#)

Nepal - [CSANN \(Civil Society Alliance for Nutrition - Nepal\)](#)

Niger - [Tous unis pour la nutrition](#)

Nigeria - [Civil Society- Scaling Up Nutrition in Nigeria CS-SUNN](#)

Peru - [Iniciativa contra desnutricion](#)

Rwanda - [SUN Alliance](#)

Sierra Leone - [SUN CSP in Sierra Leone - HaNSL-CSP \(Health and Nutrition Sierra Leone - Civil Society Platform\)](#)

Tanzania - [The Partnership for Nutrition in Tanzania \(PANITA\)](#)

Zambia - [CSO-SUN Alliance in Zambia](#)

Zimbabwe - [Zimbabwe Civil Society Organisations for Scaling up Nutrition Alliance \(ZCSOSUNA\)](#)

Facebook

Ghana - [Ghana Coalition of Civil Society Organisations for Scaling Up Nutrition](#)

Guatemala - [Scaling Up Nutrition Red de Sociedad Civil – Guatemala](#)

Kenya - [SUN CSA in Kenya](#)



Figure 10. Facebook page for SUN in Kenya managed by the CSA

Laos - [SUN Civil Society Alliance](#)

Malawi - [Malawi Civil Society Organisations Nutrition Alliance \(CSONA\)](#)

Nepal - [CSANN \(Civil Society Alliance for Nutrition - Nepal\)](#)

Niger - [Scaling Up Nutrition Niger Societé Civile](#)

Nigeria - [CSSUNN Nigeria](#)

Pakistan - [SUN CSA PAK](#)

Peru - [CSA in Peru \(Iniciativa contra la Desnutrición Infantil\)](#)

Philippines - [Philcan](#)

Twitter

Bangladesh - [Civil Society Alliance for Scaling Up Nutrition in Bangladesh \(CSA for SUN, BD\)](#)

Ethiopia - [Ethiopian Civil Society Coalition - ECSC-SUN](#)

Ghana - [Ghana Coalition of Civil Society Organisations for Scaling Up Nutrition \(GHACCSSUN\)](#)

Kenya - [SUN CSA in Kenya](#)

Malawi - [Malawi Civil Society Organisations Nutrition Alliance \(CSONA\)](#)

Nepal - [CSANN \(Civil Society Alliance for Nutrition - Nepal\)](#)

Niger - [Collectif Tous Unis pour la Nutrition](#)

Nigeria - [Civil Society- Scaling Up Nutrition in Nigeria CS-SUNN](#)

Pakistan - [SUN CSA Pakistan](#)

Peru - [CSA in Peru](#) (Iniciativa contra la Desnutrición Infantil)

Tanzania - [The Partnership for Nutrition in Tanzania \(PANITA\)](#)

Uganda - [Uganda SUN CSA](#)

Zambia - [CSO-SUN Alliance in Zambia](#)

Zimbabwe - [Zimbabwe Civil Society Organisations for Scaling up Nutrition Alliance](#)

Sierra Leone - [SUN CSP in Sierra Leone - HaNSL-CSP \(Health and Nutrition Sierra Leone - Civil Society Platform\)](#)

Sri Lanka - [SUN CSA in Sri Lanka - SUN People's Forum](#)

Uganda - [Uganda SUN Civil Society Alliance](#)

Zambia - [Zambia Civil Society Scaling Up Nutrition Alliance](#)

Zimbabwe - [Zimbabwe Civil Society Organisations in Scaling Up Nutrition Alliance](#)



Figure 11. Twitter page for the Zimbabwe CSA

Challenges and opportunities

Sustaining funding

Sustaining funding support to the SUN CSN secretariat and national alliances has been challenging. While the network and national alliances have been praised for their impact and commitment this had only translated into long-term financial support for four national alliances by the end of 2016. Without this it is not possible for national alliances to continue as focus moves from technical implementation to fundraising. There can be a perception that as civil society activity relies to some extent on voluntary commitments that much of their work should be cost-free. However, we know that investment in nutrition is required and that this means more than the 'hardware' required to treat malnutrition at its most severe but crucially the 'software' of human resource capacity, policy change and progressive

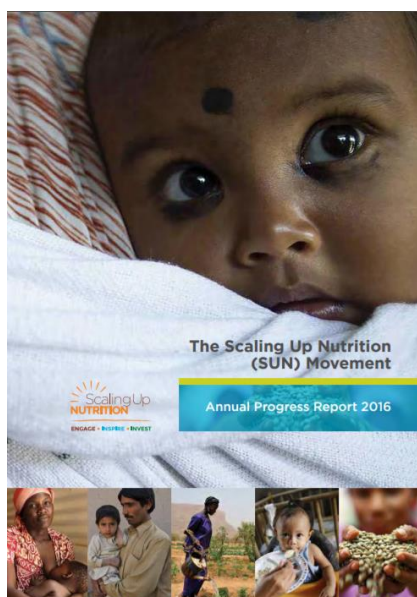
realisation of the right to food and nutrition. Without investment in both 'software' and 'hardware' we will not see the progress we are aiming for. However, it is clear that there are new and different donor opportunities in the nutrition landscape with trusts, foundations and other sectoral initiatives increasingly seeing the value of investing in nutrition. The challenge will be to sustain this interest and join forces with other sectoral initiatives to maximise our impact recognising that multi-sectoral, joined up initiatives may have more longevity than single issue initiatives.

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 Consultancy¹⁵ 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.¹⁶ 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 & Consultancy¹⁷, 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 Movement¹⁸. 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 contributions¹⁹.

In 2016 the SUN Movement Secretariat revised and further refined 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. To take stock of progress, reflect on challenges, mobilise support for common nutrition goals and set priorities for the coming year, 45 SUN Countries convened their nutrition communities between April and July 2016. This process of annual reflection and priority

¹⁵ 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](#)

¹⁶ 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)

¹⁷ The cost for this assignment by MDF was paid of the budget of the SUN Movement Secretariat

¹⁸ For more information about the 2014 self-assessment please refer to the [2013 Annual Report](#) of the SUN Movement MPTF

¹⁹ For more information about the 2015 self-assessment please refer to the [2015 Annual Report](#) of the SUN Movement MPTF

setting, is one of the defining characteristics of the SUN Movement. The data collected reflects the institutional transformations which are supporting nutrition change agents to make measurable contributions and impact, in collaboration. As they reflect on their progress to achieve the SUN Movement’s strategic objectives for the period 2016-2020, they hold each other mutually accountable and plan to continuously improve. The process itself is unique – as it allows multiple stakeholders and sectors, to build consensus. 45 SUN Countries held high-profile Joint-Assessment Exercises in 2016 by convening face-to-face reviews with their Multi-Stakeholder Platforms (MSPs). The [SUN Movement 2016 Annual Progress](#) report was largely prepared with information from this monitoring exercise.

Snapshot of Joint-Assessment workshops in 2016



A series of recommended principles for future Joint-Assessment Exercises emerged through the 2016 reviews²⁰:

1. Reporting of progress in the SUN Movement should be a country-led, collective effort of the SUN Government Focal Points and key in-country stakeholders, with the SUN Movement Secretariat and SUN Networks providing technical support.
2. Ensure the Joint-Assessment process is participative, involving relevant stakeholders from government, civil society, science and academia, donors the United Nations, businesses, or other parties.
3. Use the process as a moment to focus on reflection and discussion on issues of governance, strategy, capacity building, and teamwork, topics that are often neglected under the pressure to discuss programmes, or other more immediate topics.
4. While inputs can be collected in a number of ways, a face-to-face meeting is an opportunity to reflect, align efforts and set priorities.

²⁰ Extract from the [SUN Movement 2016 Annual Progress](#)

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. It was also agreed to use the unspent balance to recruit a technical consultant to support the consultation – Visioning – to shape a possible new pooled fund for the new phase of the SUN Movement 2016-2020. *[For more information about the evaluation and visioning please refer to Chapter 6 of this report]*

Chapter 6: Evaluation of the SUN Movement MPTF and visioning the future

SUN Movement MPTF evaluation and Management Response

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 ([here](#)).

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 governance 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.

All partners of the SUN Movement MPTF²¹ had the opportunity to provide a response to the evaluation’s findings, conclusions and recommendations. The main purpose of the Management Response was to offer a space for those participating in the SUN Movement MPTF to elaborate on and/or clarify points raised in the evaluation. Out of the Management Response report it highlighted a general appreciation on the comprehensiveness and robustness of the

²¹ Management Committee, Secretariats of the SUN Networks (Civil Society Network, UN Network, Business Network and UN Network), MPTF Office and SUN Movement Secretariat.

evaluation report as well as a recognition of the difficulty in evaluating the SUN Movement MPTF and in providing options for a possible future pooled fund in a relative short timeframe.²²

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

Following the finalization of the SUN Movement MPTF evaluation and its Management Response, a consultation process (Visioning) to decide on the need, scope and stewardship arrangement of a future pooled within the SUN Movement took place in 2016. A Visioning Group was established with participation of one representative of the Civil Society Network, one of the Business Network, one of the UN Network, all the donors who were interested and the SUN Movement Secretariat. The views of the SUN Countries were 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 was chaired by the SUN Movement Coordinator.

The mandate of the Visioning Group was to identify the need for a possible future pooled fund supporting the strategy and roadmap of the SUN Movement in its second phase (2016 – 2020) and to define the purpose and scope, theory of change, functioning and governance arrangements of the new fund.

The Visioning Group met three times in 2016 (May 20, August 18, October 13). They agreed on the need for a new pooled fund in the second phase of the Movement to support actions by national stakeholders to scale-up nutrition. It was agreed to reform the current SUN Movement MPTF, building upon its strengths and achievements so far and addressing its weaknesses. The new pooled fund would provide small, last resort and primarily catalytic funding to SUN Movement stakeholders through which their engagement in the SUN Movement can be initiated, enhanced or expanded.

The reform process of the SUN Movement MPTF started in September 2016 with the recruitment of a technical consultant to develop and implement the reform of the SUN Movement MPTF – in consultation with the MPTF Office, the Visioning Group and the SUN Movement Secretariat. It was expected for the new fund to be ready to receive contributions before the end of 2016. However, due to the limited financial resources committed by the existing contributors (around USD 3 million) for the next phase of the SUN Movement MPTF, it was not possible to meet the UNDG pooled fund threshold of USD 5 million per year to ensure pooled fund cost-effectiveness. The current fund administrator, the MPTF Office, offered a solution in line with the UNDG policies: applying the administration fee at \$ 50,000/year instead of the standard 1% fee, if the threshold is not met.

The donors²³ to the first SUN Movement MPTF have continued fundraising to reach the minimum amount to establish the new pooled fund. Considering the urgency to act on those Civil Society Alliances that ran out of MPTF resources by end of 2016 and that have not been able to secure funding after that, in March 2017 donors requested the SUN Movement Secretariat to explore how to establish a new SUN Movement pooled fund with the current estimated financial envelope of USD 3 million per year. Considering the limited volume of resources and the associated constraints to find a UN agency willing to act as the PUNO for all projects in a reformed SUN Movement MPTF, donors have also requested the Secretariat to explore an alternative hosting route with UNOPS. UNOPS was in fact the only PUNO that during the evaluation expressed willingness and readiness to manage Phase II of the SUN Movement Fund, which will become be a single-agency Fund without participation of the Administrative Agent and the Participating UN Agencies involved in the first phase of the SUN Movement MPTF – UNICEF, WFP, and WHO. At the time of the drafting of this report, the SUN Movement Secretariat was engaged in discussion with UNOPS with the objective of presenting a proposal to donors.

The new pooled fund will have one primary area of work (Window I) which will be *“strengthening participation by in-country non-state stakeholders (civil society, private sector actors, academics, and journalists, among others) and parliamentarians in national multi-stakeholder platforms to implement scale up nutrition plans”*. A second Window has been developed for consideration should more resources become available. Window II aims at *“increasing effective*

²² Management Response report available on the SUN Movement website ([here](#))

²³ DFID, IrishAid, SDC

sharing and learning opportunities within the SUN Movement to reinforce in-country capabilities of all SUN Countries". If more resources become available further consideration will be given as well to support the budget of the Secretariats of the SUN Networks.

Depending on the outcomes of the negotiation with UNOPS, it is expected that new grant activities will start by mid-February 2018.

Annex 3: SUN Movement Logframe

IMPACT		The nutritional status of women and their children in SUN countries is enhanced, expanded and sustained	
GOAL: Sustained public, political and financial commitment and action to effectively tackle under nutrition in SUN countries		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.	
	Key areas of change	Outcomes	Outputs
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
	Coordinated CSAs in SUN countries	B1. CSAs in SUN countries are effective, inclusive, integrate nutrition actions into their programmes and contribute to the national priorities on nutrition	B 1.1 CSA coordinating mechanisms in place with links to existing CSO networks, platforms and other national mechanisms to avoid duplication B 1.2 Communication between national CSAs and the global CSNs in place B 1.3 CSA prioritise scaling up nutrition work in line with national processes B 1.4 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 country level
MPTF WINDOW 2	In-country CSAs advocate effectively	B2 CSAs contribute to public awareness and national consensus about the problem and solutions	B 2.1 CSAs contribute to the common multi-stakeholder narrative on nutrition B 2.2 CSAs advance this narrative through advocacy campaigns, press coverage and raising SUN public awareness B2.3 The Global CSO network supports individual CSAs with establishing advocacy strategies and assessing their effectiveness
	In country CSAs participate in national platforms for SUN	B3. CSAs contribute to policy, legal and budgetary frameworks that address the needs of the poorest and most vulnerable	B 3.1 CSAs engage in the development and formulation of Government commitments and help ensure the voice of local communities are taken into account in national and global financial, legal, programmatic and political commitment on Scaling-Up Nutrition B 3.2 CSAs produced 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 B 3.3 The Global CSO network assists individual CSAs to make optimal contributions to national platforms
	CSAs contribute to better accountability in SUN countries	B4. CSA's strengthen in-country accountability for progress in tackling under-nutrition	B 4.1 CSAs agree on the data needed to track progress and its source and where necessary initiate tracking processes. B 4.2 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 B 4.3 Global CS network monitors the contribution of CSAs to accountability and advises on optimal ways to do this

IMPACT		The nutritional status of women and their children in SUN countries is enhanced, expanded and sustained	
GOAL: Sustained public, political and financial commitment and action to effectively tackle under nutrition in SUN countries		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.	
	Key areas of change	Outcomes	Outputs
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
	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
MPTF WIN 3	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

Outcomes and Outputs		Indicators	Means of Verification	Reporting Period
<p>A. Govt increases commitments in all areas identified by SUN strategy</p>	<p>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</p> <p>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</p> <p>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</p>	<ul style="list-style-type: none"> ○ SUN launched with Government Focal Point identified ○ Multisector/stakeholder platforms functioning and effective ○ Coherent policy and legal framework in place and well-performing ○ CRF agreed to align nutrition specific and relevant sectoral programmes ○ Financial resources aligned and mobilized behind a set of agreed priorities in the CRF 	<ul style="list-style-type: none"> – Commitment letter – Focal Points notes and progress reports – SUN website and media – National progress reports 	<p>Yearly</p>

WINDOW 2: Civil Society Organizations actively contribute to the goals of the SUN Movement

Outcomes and Outputs		Indicators	Means of Verification	Reporting Period
B1. CSAs in SUN countries are effective, inclusive, integrate nutrition actions into their programmes and contribute to the national priorities on nutrition	<p>B 1.1 CSA coordinating mechanisms in place with links to existing CSO networks, platforms and other national mechanisms to avoid duplication</p> <p>B 1.3 Communication between national CSAs and the global CSNs in place</p> <p>B 1.3 CSA prioritise scaling up nutrition work in line with national processes</p> <p>B 1.4 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 country level</p>	<ul style="list-style-type: none"> ○ CSA governance structure (executive) composed with ensured gender- and expertise balance and with secretariat ○ Joint statements on nutrition from CSOs in country with focus on women and children ○ 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) ○ CSA consultations with SUN Government Focal Point and donor Convener 	<ul style="list-style-type: none"> -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	<p>B 2.1 CSAs contribute to the common multi-stakeholder narrative on nutrition</p> <p>B 2.2 CSAs advance this narrative through advocacy campaigns, press coverage and raising SUN public awareness</p> <p>B2.3 The Global CSO network supports individual CSAs with establishing advocacy strategies and assessing their effectiveness</p>	<ul style="list-style-type: none"> ○ CSO participation in multi stakeholder dialogues, in public hearings, advocacy and awareness raising campaigns/petitions at national regional and global levels ○ CSAs proposals and/or policy-research papers for strengthening existing legal and policy frameworks ○ Messages/ media statements –including all parties politicians- reflect critical issues brought up by the CSAs to demonstrate ‘consensus’ 	<ul style="list-style-type: none"> -Meeting documents -Country reports -Press releases -Reports from public hearings -TV, radio broadcasts and media extracts 	6months
B3. CSAs contribute to policy, legal and budgetary frameworks that address the needs of the poorest and most vulnerable	<p>B 3.1 CSAs engage in the development and formulation of Government commitments and help ensure the voice of local communities are taken into account in national and global financial, legal, programmatic and political commitment on Scaling-Up Nutrition</p> <p>B 3.2 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</p> <p>B 3.3 The Global CSO network assists individual CSAs to make optimal contributions to national platforms</p>	<ul style="list-style-type: none"> ○ Consultations with local communities and authorities; public hearings with parliamentarians; ○ Statements/speeches by political bodies/nutrition champions reflecting critical issues advocated by CSAs ○ Documented changes in policies, strategies and plans related to CSO advocacy campaigns CSOs policy research papers ○ Best practices documentation 	<ul style="list-style-type: none"> -Country progress reports - Public statements and press releases -National laws/ acts and programmes -Research papers -Case studies 	6months

B4. CSA's strengthen in-country accountability for progress in tackling under-nutrition	<p>B 4.1 CSAs agree on the data needed to track progress and its source and where necessary initiate tracking processes.</p> <p>B 4.2 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</p> <p>B 4.3 Global CS network monitors the contribution of CSAs to accountability and advises on optimal ways to do this</p>	<ul style="list-style-type: none"> ○ CSAs reviews of government plans and financial commitments on nutrition ○ CSOs participation in social auditing (or similar activities) to help governments monitor the commitment and spending on nutrition ○ CSO analysis is shared with wider public and informs advocacy –including global. 	<ul style="list-style-type: none"> -Social audit plans/shadow reports -Reports/ analysis on policy, budgets, frameworks -Research papers 	6months
B.5 CSA's networks enhance learning between organisations and between countries and maximize the effectiveness of their efforts	<p>B.5.1 CSAs put in place mechanisms promoting mutual learning from best practices on advocacy and engagement to generate sustained commitment to SUN.</p> <p>B 5.2 Global CSO network effectively supports national CSAs, sharing lessons, tools, providing advocacy advice</p> <p>B 5.3 CSAs develop strategic plans and locate finance for longer-term sustainability</p> <p>B 5.4 CSAs produce reports on achievements and contributions to national priorities and SUN movement</p>	<ul style="list-style-type: none"> ○ CSAs information channels to share experiences with other CSAs as well as with universities, research institutes and professional associations for evidence-based advocacy ○ Peer-to-peer learning and advocacy tools developed ○ Best practice shared across Global CSO network ○ CSAs reports on future plans including financing strategies to ensure diverse funding base 	<ul style="list-style-type: none"> -SUN website - Workshops minutes -CS Strategic plans &comms strategies - CS network communications &advocacy tools -Proposals for CSAs continuation 	6months

WINDOW 3: The SUN Movement's Strategic Aims are supported

Outcomes and Outputs		Indicators	Means of Verification	Reporting Period
C. SUN Movement and its Strategy are assessed as effective to achieve impact	<p>C.1 Production/validation and subsequent tracking of baseline(s)</p> <p>C.2 Independent external evaluation produced</p>	<ul style="list-style-type: none"> – Baseline – Independent external evaluation 	–SUN Movement Evaluation Report	At the end of 3 years

SUN Movement MPTF Window II ‘Theory Of Change’

	Key areas of change	Outputs	Rationale
MPTF WINDOW 2	Coordinated CSAs in SUN countries	B1. CSAs in SUN countries are effective, inclusive, integrate nutrition actions into their programmes and contribute to the national priorities on nutrition	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.
	In-country CSAs advocate effectively	B2 CSAs contribute to public awareness and national consensus about the problem and solutions	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.
	In country CSAs participate in national platforms for SUN	B3. CSAs contribute to policy, legal and budgetary frameworks that address the needs of the poorest and most vulnerable	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.
	CSAs contribute to better accountability in SUN countries	B4. CSA’s strengthen in-country accountability for progress in tackling under-nutrition	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.
	The collective of CSAs are a functioning learning network	B.5 CSA’s networks enhance learning between organizations and between countries and maximize the effectiveness of their efforts	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.

**Consolidated Annual Financial
Report of the Administrative Agent
of
the SUN Movement Fund
for the period 1 January to 31 December 2016**

**Multi-Partner Trust Fund Office
United Nations Development Programme**

<http://mptf.undp.org>

[22 May 2017](#)

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.

2016 FINANCIAL PERFORMANCE

This chapter presents financial data and analysis of the SUN Movement Fund using the pass-through funding modality as of 31 December 2016. 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 2016, 3 contributors deposited US\$ 10,087,658 in contributions and US\$ 34,067 was earned in interest.

The cumulative source of funds was US\$ 10,121,725

Of this amount, US\$ 10,017,338 has been net funded to 4 Participating Organizations, of which US\$ 9,810,011 has been reported as expenditure. The Administrative Agent fee has been charged at the approved rate of 1% 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 2016.

Table 1. Financial Overview, as of 31 December 2016 (in US Dollars)

	Annual 2015	Annual 2016	Cumulative
Sources of Funds			
Contributions from donors	46,577	-	10,087,658
Fund Earned Interest and Investment Income	2,067	341	34,067
Interest Income received from Participating Organizations	-	-	-
Refunds by Administrative Agent to Contributors	-	-	-
Fund balance transferred to another MDTF	-	-	-
Other Income	-	-	-
Total: Sources of Funds	48,644	341	10,121,725
Use of Funds			
Transfers to Participating Organizations	916,422	152,192	10,019,786
Refunds received from Participating Organizations	(100)	(2,349)	(2,449)
Net Funded Amount	916,322	149,844	10,017,338
Administrative Agent Fees	466	-	100,877
Direct Costs: (Steering Committee, Secretariat...etc.)	-	-	-
Bank Charges	16	2	441
Other Expenditures	-	-	-
Total: Uses of Funds	916,803	149,845	10,118,656
Change in Fund cash balance with Administrative Agent	(868,159)	(149,504)	3,069
Opening Fund balance (1 January)	1,020,733	152,574	-
Closing Fund balance (31 December)	152,574	3,069	3,069

Net Funded Amount	916,322	149,844	10,017,338
Participating Organizations' Expenditure	2,748,342	1,296,922	9,810,011
Balance of Funds with Participating Organizations			207,326

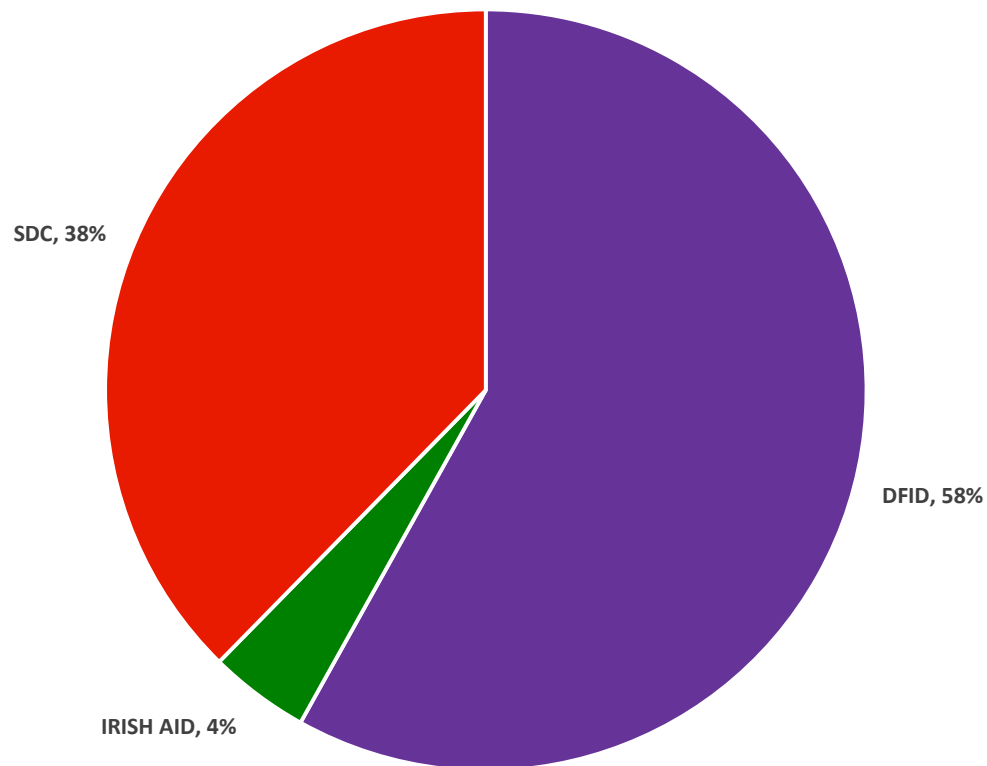
2. PARTNER CONTRIBUTIONS

Table 2 provides information on cumulative contributions received from all contributors to this Fund as of 31 December 2016.

Table 2. Contributors' Deposits, as of 31 December 2016 (in US Dollars)

Contributors	Total Commitments	Prior Years as of 31-Dec-2015 Deposits	Current Year Jan-Dec-2016 Deposits	Total Deposits
DEPARTMENT FOR INT'L DEVELOPMENT (DFID)	5,860,091	5,860,091	-	5,860,091
IRISH AID	429,485	429,485	-	429,485
SWISS AGY FOR DEVELOPMENT & COOPERATION	3,798,083	3,798,083	-	3,798,083
Grand Total	10,087,658	10,087,658	-	10,087,658

Figure 1: Deposits by contributor, cumulative as of 31 December 2016



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 AA.

As of 31 December 2016, Fund earned interest amounts to US\$ 34,067. Details are provided in the table below.

Table 3. Sources of Interest and Investment Income, as of 31 December 2016 (in US Dollars)

Interest Earned	Prior Years as of 31-Dec-2015	Current Year Jan-Dec-2016	Total
Administrative Agent			
Fund Earned Interest and Investment Income	33,726	341	34,067
Total: Fund Earned Interest	33,726	341	34,067
Participating Organization			
Total: Agency earned interest			
Grand Total	33,726	341	34,067

4. TRANSFER OF FUNDS

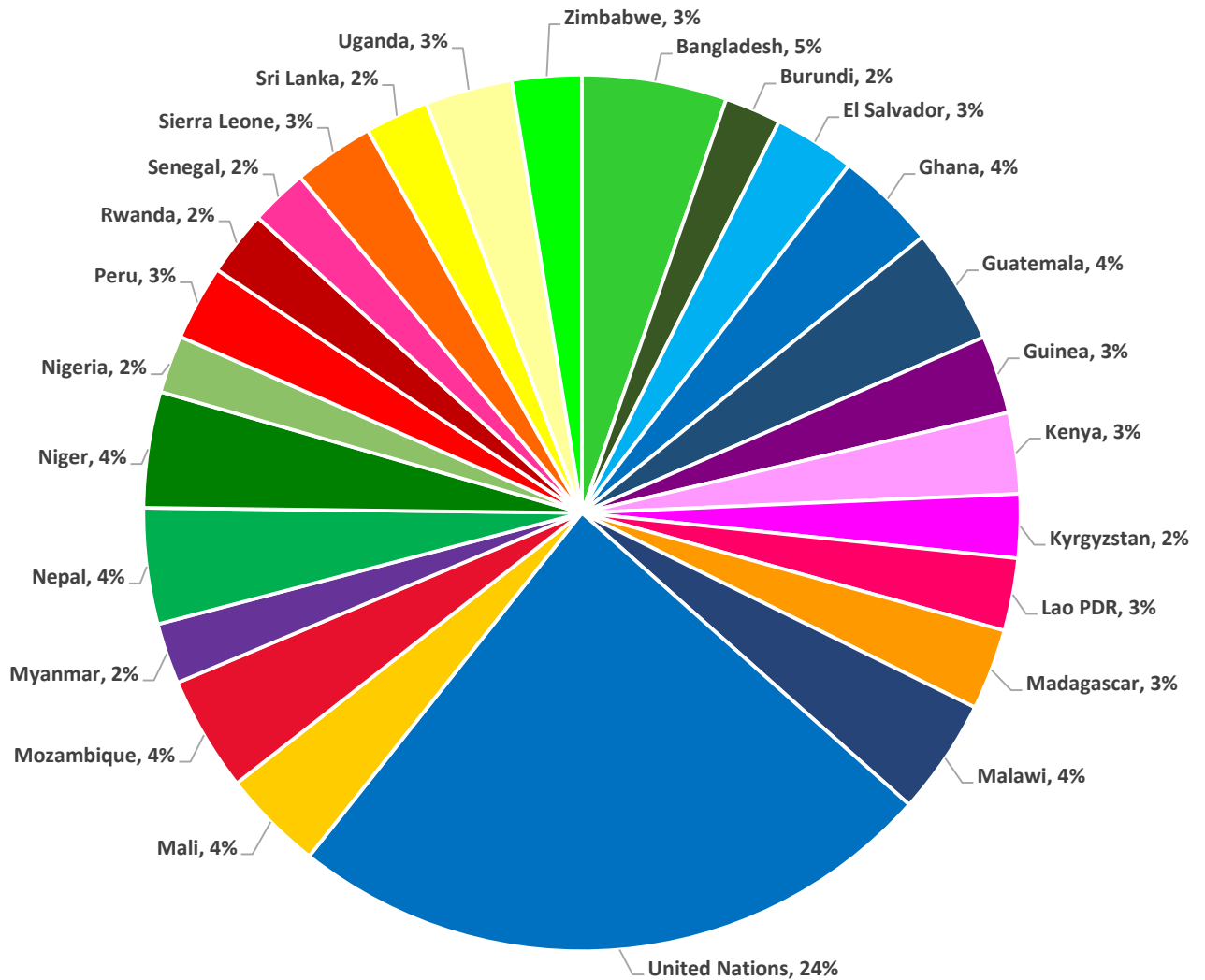
Allocations to Participating Organizations are approved by the Steering Committee and disbursed by the Administrative Agent. As of 31 December 2016, the AA has transferred US\$ 10,019,786 to 4 Participating Organizations (see list below).

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 2016 (in US Dollars)

Participating Organization	Prior Years as of 31-Dec-2015			Current Year Jan-Dec-2016			Total		
	Transfers	Refunds	Net Funded	Transfers	Refunds	Net Funded	Transfers	Refunds	Net Funded
UNICEF	1,656,543		1,656,543				1,656,543		1,656,543
UNOPS	2,433,679	(100)	2,433,579	152,192		152,192	2,585,871	(100)	2,585,771
WFP	4,728,772		4,728,772		(2,349)	(2,349)	4,728,772	(2,349)	4,726,423
WHO	1,048,600		1,048,600				1,048,600		1,048,600
Grand Total	9,867,594	(100)	9,867,494	152,192	(2,349)	149,844	10,019,786	(2,449)	10,017,338

Figure 2: Net Funded by Country, cumulative as of 31 December 2016



5. EXPENDITURE AND FINANCIAL DELIVERY RATES

All final expenditures reported for the year 2016 were submitted by the Headquarters of the Participating Organizations. These were consolidated by the MPTF Office.

Project expenditures are incurred and monitored by each Participating Organization, and are reported as per the agreed upon categories for inter-agency harmonized reporting. The reported expenditures were submitted via the MPTF Office's online expenditure reporting tool. The 2016 expenditure data has been posted on the MPTF Office GATEWAY at <http://mptf.undp.org/factsheet/fund/SUN00>.

5.1 EXPENDITURE REPORTED BY PARTICIPATING ORGANIZATION

In 2016, US\$ 149,844 was net funded to Participating Organizations, and US\$ 1,296,922 was reported in expenditure.

As shown in table below, the cumulative net funded amount is US\$ 10,017,338 and cumulative expenditures reported by the Participating Organizations amount to US\$ 9,810,011. This equates to an overall Fund expenditure delivery rate of 98 percent.

The agencies with the three highest delivery rates are: WFP (100%), WHO (100%) and UNICEF (99%)

Table 5.1 Net Funded Amount, Reported Expenditure, and Financial Delivery by Participating Organization, as of 31 December 2016 (in US Dollars)

Participating Organization	Approved Amount	Net Funded Amount	Expenditure			Delivery Rate %
			Prior Years as of 31-Dec-2015	Current Year Jan-Dec-2016	Cumulative	
UNICEF	1,656,543	1,656,543	1,113,030	523,633	1,636,663	98.80
UNOPS	2,585,871	2,585,771	2,018,049	379,023	2,397,072	92.70
WFP	4,728,772	4,726,423	4,569,931	157,789	4,727,720	100.03
WHO	1,048,600	1,048,600	812,080	236,476	1,048,556	100.00
Grand Total	10,019,786	10,017,338	8,513,090	1,296,922	9,810,011	97.93

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 Sector, as of 31 December 2016 (in US Dollars)

Sector / Project No. and Project Title		Participating Organization	Project Status	Total Approved Amount	Net Funded Amount	Total Expenditure	Delivery Rate %
Country Catalytic Programmes							
00086995	SUN 02/GLO/012 Civil Society"	UNOPS	Operationally Closed	1,188,247	1,188,247	1,044,152	87.87
00084692	SUN 02/BGD/001 Civil Society"	WFP	Operationally Closed	535,000	535,000	535,000	100.00
00084693	SUN 02/MOZ/006 Advocacy"	WFP	Operationally Closed	428,000	425,651	428,000	100.55
00084721	SUN 02/MWI/004 Civil Society	WFP	Operationally Closed	428,000	428,000	428,000	100.00
00084722	SUN 02/NER/008 Sensibilisation	WFP	Operationally Closed	428,000	428,000	428,000	100.00
00085325	SUN 02/GHA/002 Civil Society"	WFP	Operationally Closed	374,500	374,500	374,500	100.00
00085562	SUN 02/MLI/005 Civil Society	WFP	Operationally Closed	374,500	374,500	373,455	99.72
00085723	SUN 02/GUA/003 Civil Society"	WHO	Operationally Closed	428,000	428,000	427,956	99.99
00087074	SUN 02/NPL/007 "Civil Society"	WFP	Operationally Closed	428,000	428,000	428,000	100.00
00088541	SUN 02/SAL/013 CSO mobilizatio	WHO	Operationally Closed	299,600	299,600	299,600	100.00
00088585	SUN 02/PER/014 Childhood Nutr	WFP	Operationally Closed	278,200	278,200	278,200	100.00
00089099	SUN 02/MNM/016 Civil Society A	UNOPS	Operationally Closed	224,700	224,700	224,700	100.00
00089100	SUN 02/LKA/017 Civil Society A	WFP	Operationally Closed	235,400	235,400	235,400	100.00
00089284	SUN 02/KEN/018 Mobilizing Civi	UNICEF	Operationally Closed	299,600	299,600	286,707	95.70

00089285	SUN 02/KGZ/020 Structural Sup	UNICEF	Operationally Closed	235,400	235,400	235,440	100.02
00089316	SUN 02/ZWE/021 Support Civil	WFP	Operationally Closed	256,800	256,800	256,800	100.00
00089417	SUN 02/GIN/019 Civil Society M	UNICEF	Operationally Closed	289,000	289,000	289,006	100.00
00089470	SUN 02/SLE/022 Mobilised Civil	UNICEF	Operationally Closed	299,600	299,600	295,746	98.71
00089561	SUN 02/MDG/023 Civil Society P	WFP	Operationally Closed	299,600	299,600	299,600	100.00
00089650	SUN 02/LAO/015 CSO Alliance	UNOPS	Operationally Closed	267,500	267,500	267,500	100.00
00090021	SUN 02/SEN/025 Governance	WFP	Operationally Closed	212,963	212,963	212,963	100.00
00090070	SUN 02/BDI/027 Strengthen CS r	WFP	Operationally Closed	209,059	209,059	209,060	100.00
00090332	SUN 02/RWA/024 Coord CSO	WFP	Operationally Closed	240,750	240,750	240,742	100.00
00094057	SUN 02/NGA/026 Mobilizn&Str	UNICEF	Operationally Closed	212,943	212,943	212,837	99.95
00084723	SUN 02/UGA/010 Civ Soc Cap	WHO	Financially Closed	321,000	321,000	321,000	100.00
Country Catalytic Programmes: Total				8,794,362	8,792,014	8,632,364	98.18

Global SUN Efforts							
00096681	EVALUATION SUN MOVEMENT	UNOPS	Operationally Closed	203,424	203,424	179,929	88.45
00088016	SUN 03/Monitoring& Evaluation	UNOPS	Financially Closed	60,000	59,900	59,900	100.00
Global SUN Efforts: Total				263,424	263,324	239,829	91.08

SUN Actions Country-Level							
00089227	SUN 01/GLO/001 PROCASUR	UNOPS	Operationally Closed	642,000	642,000	620,891	96.71
00094562	SUN 01/GLO/002	UNICEF	Operationally Closed	320,000	320,000	316,927	99.04
SUN Actions Country-Level: Total				962,000	962,000	937,818	97.49

Grand Total				10,019,786	10,017,338	9,810,011	97.93
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5.3 EXPENDITURE BY PROJECT

Table 5.3 displays the net funded amounts, expenditures reported and the financial delivery rates by Participating Organization.

Table 5.3 Expenditure by Project within Country, as of 31 December 2016 (in US Dollars)

Country / Project No. and Project Title		Participating Organization	Approved Amount	Net Funded Amount	Expenditure	Delivery Rate %
Bangladesh						
00084692	SUN 02/BGD/001 Civil Society"	WFP	535,000	535,000	535,000	100.00

Country / Project No. and Project Title	Participating Organization	Approved Amount	Net Funded Amount	Expenditure	Delivery Rate %
Bangladesh Total		535,000	535,000	535,000	100.00

Burundi						
00090070	SUN 02/BDI/027 Strengthen CS r	WFP	209,059	209,059	209,060	100.00
Burundi Total			209,059	209,059	209,060	100.00

El Salvador						
00088541	SUN 02/SAL/013 CSO mobilization	WHO	299,600	299,600	299,600	100.00
El Salvador Total			299,600	299,600	299,600	100.00

Ghana						
00085325	SUN 02/GHA/002 Civil Society"	WFP	374,500	374,500	374,500	100.00
Ghana Total			374,500	374,500	374,500	100.00

Guatemala						
00085723	SUN 02/GUA/003 Civil Society"	WHO	428,000	428,000	427,956	99.99
Guatemala Total			428,000	428,000	427,956	99.99

Guinea						
00089417	SUN 02/GIN/019 Civil Society M	UNICEF	289,000	289,000	289,006	100.00
Guinea Total			289,000	289,000	289,006	100.00

Kenya						
00089284	SUN 02/KEN/018 Mobilizing Civi	UNICEF	299,600	299,600	286,707	95.70
Kenya Total			299,600	299,600	286,707	95.70

Kyrgyzstan						
00089285	SUN 02/KGZ/020 Structural Supp	UNICEF	235,400	235,400	235,440	100.02
Kyrgyzstan Total			235,400	235,400	235,440	100.02

Lao People's Democratic Rep					
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Country / Project No. and Project Title		Participating Organization	Approved Amount	Net Funded Amount	Expenditure	Delivery Rate %
00089650	SUN 02/LAO/015 CSO Alliance	UNOPS	267,500	267,500	267,500	100.00
Lao People's Democratic Rep Total			267,500	267,500	267,500	100.00

Madagascar						
00089561	SUN 02/MDG/023 Civil Society P	WFP	299,600	299,600	299,600	100.00
Madagascar Total			299,600	299,600	299,600	100.00

Malawi						
00084721	SUN 02/MWI/004 Civil Society	WFP	428,000	428,000	428,000	100.00
Malawi Total			428,000	428,000	428,000	100.00

Mali						
00085562	SUN 02/MLI/005 Civil Society	WFP	374,500	374,500	373,455	99.72
Mali Total			374,500	374,500	373,455	99.72

Mozambique						
00084693	SUN 02/MOZ/006 Advocacy"	WFP	428,000	425,651	428,000	100.55
Mozambique Total			428,000	425,651	428,000	100.55

Myanmar						
00089099	SUN 02/MNM/016 Civil Society A	UNOPS	224,700	224,700	224,700	100.00
Myanmar Total			224,700	224,700	224,700	100.00

Nepal						
00087074	SUN 02/NPL/007 "Civil Society"	WFP	428,000	428,000	428,000	100.00
Nepal Total			428,000	428,000	428,000	100.00

Niger						
00084722	SUN 02/NER/008 Sensibilisation	WFP	428,000	428,000	428,000	100.00
Niger Total			428,000	428,000	428,000	100.00

Country / Project No. and Project Title		Participating Organization	Approved Amount	Net Funded Amount	Expenditure	Delivery Rate %
Nigeria						
00094057	SUN 02/NGA/026 Mobilizing&Str	UNICEF	212,943	212,943	212,837	99.95
Nigeria Total			212,943	212,943	212,837	99.95

Peru						
00088585	SUN 02/PER/014 Childhood Nutri	WFP	278,200	278,200	278,200	100.00
Peru Total			278,200	278,200	278,200	100.00

Rwanda						
00090332	SUN 02/RWA/024 Coordinated CSO	WFP	240,750	240,750	240,742	100.00
Rwanda Total			240,750	240,750	240,742	100.00

Senegal						
00090021	SUN 02/SEN/025 Gouvernance	WFP	212,963	212,963	212,963	100.00
Senegal Total			212,963	212,963	212,963	100.00

Sierra Leone						
00089470	SUN 02/SLE/022 Mobilised Civil	UNICEF	299,600	299,600	295,746	98.71
Sierra Leone Total			299,600	299,600	295,746	98.71

Sri Lanka						
00089100	SUN 02/LKA/017 Civil Society A	WFP	235,400	235,400	235,400	100.00
Sri Lanka Total			235,400	235,400	235,400	100.00

Uganda						
00084723	SUN 02/UGA/010 CivSoc Cap Stre	WHO	321,000	321,000	321,000	100.00
Uganda Total			321,000	321,000	321,000	100.00

United Nations						
00086995	SUN 02/GLO/012 Civil Society"	UNOPS	1,188,247	1,188,247	1,044,152	87.87
00088016	SUN 03/Monitoring & Evaluation	UNOPS	60,000	59,900	59,900	100.00

Country / Project No. and Project Title		Participating Organization	Approved Amount	Net Funded Amount	Expenditure	Delivery Rate %
00089227	SUN 01/GLO/001 PROCASUR	UNOPS	642,000	642,000	620,891	96.71
00094562	SUN 01/GLO/002	UNICEF	320,000	320,000	316,927	99.04
00096681	EVALUATION SUN MOVEMENT	UNOPS	203,424	203,424	179,929	88.45
United Nations Total			2,413,671	2,413,571	2,221,799	92.05

Zimbabwe						
00089316	SUN 02/ZWE/021 Supporting Civi	WFP	256,800	256,800	256,800	100.00
Zimbabwe Total			256,800	256,800	256,800	100.00

Grand Total			10,019,786	10,017,338	9,810,011	97.93
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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. In 2006 the UN Development Group (UNDG) established six categories against which UN entities must report inter-agency project expenditures. Effective 1 January 2012, the UN Chief Executive Board (CEB) modified these categories as a result of IPSAS adoption to comprise eight categories. All expenditure incurred prior to 1 January 2012 have been reported in the old categories; post 1 January 2012 all expenditure are reported in the new eight categories. See table below.

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 2016 (in US Dollars)

Category	Expenditure			Percentage of Total Programme Cost
	Prior Years as of 31-Dec-2015	Current Year Jan-Dec-2016	Total	
Staff & Personnel Cost (New)	10,099	46,391	56,490	0.61
Suppl, Comm, Materials (New)	46,877	69	46,946	0.51
Equip, Veh, Furn, Depn (New)	-	-	-	
Contractual Services (New)	450,113	83,604	533,717	5.79

Travel (New)	160,965	50,525	211,490	2.29
Transfers and Grants (New)	7,221,726	951,937	8,173,664	88.60
General Operating (New)	113,596	89,872	203,468	2.21
Programme Costs Total	8,003,376	1,222,399	9,225,775	100.00
¹ Indirect Support Costs Total	509,714	74,523	584,237	6.33
Total	8,513,090	1,296,922	9,810,011	

¹ **Indirect Support Costs** charged by Participating Organization, based on their financial regulations, can be deducted upfront or at a later stage during implementation. The percentage may therefore appear to exceed the 7% agreed-upon for on-going projects. Once projects are financially closed, this number is not to exceed 7%.

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 2016, were as follows:

- The Administrative Agent (AA) fee: 1% 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\$ was deducted in AA-fees. Cumulatively, as of 31 December 2016, US\$ 100,877 has been charged in AA-fees.
- Indirect Costs of Participating Organizations: Participating Organizations may charge 7% indirect costs. In the current reporting period US\$ 74,523 was deducted in indirect costs by Participating Organizations. Cumulatively, indirect costs amount to US\$ 584,237 as of 31 December 2016.

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.