

**Independent Evaluation of the Multi Partner
Trust Fund of the Scaling Up Nutrition Movement**

Final Report

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The Evaluation Team comprised of Chris Leather & Nick Norvell. The Evaluation Team was supported by research assistants: Thais Gomes Nogueira Espíndola and Patricia Luyza de Malafaia Giordano. The Independent Evaluation was commissioned by the Management Committee of the SUN Movement's Multi Partner Trust Fund (MPTF) and was overseen by its evaluation Steering Group (SG). Funding for the Evaluation is provided through Window III of the MPTF. The evaluation manager was Diana Alvarez from the SUN Movement Secretariat (SMS).

Disclosure of Information

The contracts between the evaluators and UNOPs for the evaluation state:

The Individual Contractor shall disclose to UNOPS any business or professional employment or activity in which he/she may have been involved prior to, or may be involved in during or after the Agreement. These activities must not be incompatible with the performance of services called for in this Agreement nor represent a real or perceived conflict of interest.

In this regard, Chris Leather, the Evaluation Team Leader, informed the SUN Movement Secretariat of his involvement in the following pieces of work:

June 2014 – January 2015: Member of the Evaluation Team for the Independent Comprehensive Evaluation (ICE) of the SUN Movement, (Mokoro 2015)

April – December 2015: Conducted an independent study of civil society alignment with scaling up nutrition efforts commissioned by the global Civil Society Network Steering Group (Leather 2015)

July 2015 – August 2016: Contracted by DFID (20% of time) to provide technical support to the Brazilian government and other partners in the preparations for the Nutrition for Growth events associated with the Olympic Games in Rio de Janeiro.

Statement by Chris Leather:

"During these activities, as in all professional activities, I maintain strict independence and seek to act in the interests of people at risk of malnutrition and food insecurity. I believe that these activities have been complementary and contributed to the analysis of the SUN Movement MPTF and options for the future".

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Executive Summary

This report presents the final findings, conclusions and recommendations of the independent evaluation of the Scaling Up Nutrition (SUN) Movement Multi Partner Trust Fund (MPTF). The objectives of the evaluation were: to assess the performance of the MPTF in contributing to the four Strategic Objectives of the SUN Movement and to assess the need for, and propose options for, any future catalytic, last resort fund at global level.

The performance of the SUN Movement MPTF

The projects funded through the MPTF have made major contributions towards the Strategic Objectives of the SUN Movement. National Civil Society Alliances (CSAs) and the global SUN Civil Society Network (CSN) have helped to raise awareness of the importance of addressing malnutrition and increase political commitments to scale up actions. Some have also contributed to multi-sectoral policies and plans and are increasingly promoting implementation at sub-national levels. However, many CSAs have struggled to implement activities according to work plans. Delays have been caused, *inter alia*, by slow disbursements from Participating UN Organisations (PUNOs) to CSO Implementing Partners (due to slow processes within PUNOs as well within IPs /CSAs) and the challenges associated with establishing a functional CSA. 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). Despite this, CSAs themselves find it difficult to attract the adequate and long-term resources that they need to sustain their activities and impact. Donors at country level should now have increased confidence that CSAs are able to have an impact on public awareness, political commitment, effective policies and monitoring. This should lead to increased funding being made available at country level.

The global CSN has been highly successful in stimulating the establishment and strengthening of national CSAs and facilitating the sharing of learning. The global CSN also ensures that there is a strong civil society voice within and outside of the SUN Movement at global level. Without the CSN, and in particular the dedicated work of the CSN Secretariat, the achievements of CSAs would have been much more limited. The Evaluation Team believes that there is a need to revise the model of the global CSN. The current model, whereby the Secretariat takes on responsibility for a large proportion of activities is not sustainable.

The other three projects funded through the MPTF were also relevant to the Movements' Strategic Objectives and have had significant impacts. The Learning Routes were a highly appreciated tool for the sharing of experiences between countries. The Budget Tracking workshops were a critical component of the Community of Practise (COP) 1 process aimed at enabling countries to track multi-sectoral budget allocations

and expenditures. Many SUN stakeholders found the M&E baseline work valuable, especially for tracking progress over time at country level.

There have been catalytic funding needs that have gone unmet. CSAs have been established which have not had the opportunity to access funds from the MPTF. Momentum in the establishment of CSAs has been lost. There was sufficient evidence of the usefulness of civil society engagement at country and global levels, particularly following the completion of the ICE, as well as funding gaps provided by the CSN, for the Management Committee to mobilise additional resources to support new CSAs at least during 2015 until the completion of the MPTF evaluation. Opportunities may also have been missed to enhance national capabilities through small, catalytic grants.

Factors determining performance

NGO Implementing Partners have played a valuable role given that none of the MPTF funded CSAs were legal entities at the start of the funding. However, a small number have overstepped their role as fund administrators and sought undue influence over CSA Secretariat staff and the use of funds, thereby encroaching on the role of CSA executive bodies. PUNOs have to take a large proportion of the blame for the slow disbursement of funds to end-users and processing of no-cost extensions, whilst recognising that they did not have the systems in place to begin with to play the role efficiently and the administration fee received was inadequate. The technical support provided by PUNOs and REACH staff has been valuable, although both CSOs and UN agency staff recognise this is part of the role of UN agencies anyway. The role and work of the MPTF Office, the SUN Movement MPTF Management Committee and the technical support provided by the SUN Movement Secretariat have been excellent. Donors often place emphasis on SUN stakeholders accessing funds at country level but it is not clear to what extent the global Donor Network is facilitating the increased availability of funds at this level.

Future needs and options

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. Most informants believe that any future fund should not only be catalytic but also help existing CSAs to consolidate their development and provide more time to achieve financial sustainability. It is also widely believed 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.

It may be desirable to channel funds for global Civil Society and Business Networks directly to them rather than through a pooled fund. However, funding for national level needs (national civil society alliances and business networks, national government

capabilities) would be best channelled through a global pooled fund to ensure coordination, equity and efficiency.

If donors are going to continue to pool funds through the UN MPTF, significant reforms are needed, including channelling funds directly to recipients, ensuring that the technical secretariat has adequate resources to play its role, and reporting requirements for recipients are appropriate for the size of grants. There is potential for such changes to be made. If there were only to be one PUNO, UNOPS has the interest and capacity to play the role. However, it would be advisable for the MC to also consider alternative options for the efficient disbursement of funds. The analysis of the options for the administration of a pooled fund, suggest to the Evaluation Team that UNOPS and the New Venture Fund (NVF) would be strong candidates for performing the role of Administrative Agent.

Main recommendations for the design of the SUN Movement pooled fund

- There should be three main funding windows: I. Strengthening national government capabilities; II. Supporting national Civil Society Alliances and the global Civil Society Network; III. Catalysing national Business Networks
- The Fund should primarily be catalytic. However, support could be provided to support SUN stakeholders to consolidate and maintain achievements in exceptional circumstances, i.e. there is no alternative source of funding.
- Funds should be channelled directly from the Administrative Agent to Implementing Partners, whenever possible.
- The decision making body should remain within the SUN Movement architecture, with strong linkages to the Executive Committee and its composition should be broadened to include representatives from the full range of SUN stakeholders, in line with the governing bodies of other global funds.
- The Management Committee should consider the following options for Administrative Agent: The MPTF Office; UNOPS and the New Venture Fund.
- The SMS could continue to be the technical secretariat and receive additional funds to enable it to perform the role to the full. However, further consideration should be given to the option of UNOPS or the NVF provided technical secretariat services (with SMS oversight) if either were to be playing the Administrative Agent role.
- Technical assistance to funded stakeholders should be provided through regular SUN processes and structures, i.e. national multi-stakeholder platforms; mutual support between national networks; support from global SUN Networks and Communities of Practice etc.
- Members of SUN multi-stakeholder platforms should have the opportunity to comment on proposals and reports, whilst respecting the autonomy of the funded partner.

PART I: INTRODUCTION

1 Purpose and audience of the report

This report presents the final findings, conclusions and recommendations of the independent evaluation of the Scaling Up Nutrition (SUN) Movement Multi Partner Trust Fund (MPTF). See Annex 1 for the Terms of Reference (ToR) of the evaluation. The audience of this evaluation are all SUN Movement stakeholders at global and national levels given that it has significant implications for funding the implementation of the SUN Movement Strategy 2016-2020.

2 Background

Descriptions of the SUN Movement, the SUN Movement MPTF and the evaluation approach are presented in Annexes 2, 3 and 4 respectively. Given the request of the evaluation Steering Group to keep the main body of this report as short as possible, only brief summaries of the SUN Movement MPTF and the evaluation approach are presented here.

3 The SUN Movement Multi Partner Trust Fund (MPTF)

The Evaluation ToR provides an introduction to the SUN Movement MPTF:

In March 2012 the SUN Movement Multi-Partner Trust Fund (MPTF) was established by Participating UN Organizations (PUNOs) and contributing partners. It was formulated in response to a perceived gap in funding for country-level platforms, particularly those pertaining to the civil society alliances.

As noted on the SUN website:

Resources for Scaling Up Nutrition in SUN countries are usually mobilized at country level from national budgets or through agreements with development partners. Funds for some in-country activities – particularly catalytic actions by national authorities and participation of in-country civil society groups within national SUN platforms – have not proved easy to mobilize in-country.

The Evaluation ToR explains the purpose of the SUN Movement MPTF as

a catalytic tool to stimulate actions by members of the SUN Movement for scaling up nutrition, especially to catalyse support for SUN governments' plans to enhance and expand nutrition-specific and nutrition-sensitive interventions. The SUN Movement MPTF has not been 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 (both from national budget and from bilateral and multilateral resources). The SUN Movement MPTF has been meant to be used as a small fund of last resort (when other funding is not available) for stakeholders to access small grants through which their engagement in the SUN Movement at country level can be initiated and/or enhanced. As a last resort funding mechanisms any potential recipient is supposed to explore all other funding opportunities before being able to access the SUN Movement MPTF funds.

A chronology of key events in the history of the SUN Movement MPTF is presented in Annex 5.

The MPTF supports three primary areas of work, with three corresponding funding windows:

- Window I: Support for initial SUN actions at country level to galvanize their commitments to the principles of the Movement;
- Window II: Support for mobilizing of Civil Society to contribute to the goals of the SUN Movement; and
- Window III: Support for global SUN strategic efforts.

Annex 2 of the 2013 MPTF Annual Report (SUN MPTF 2013) presents the MPTF Log Frame and Window II Theory of Change. The key areas of change identified in the Window II Theory of Change are:-

1. Coordinated Civil Society Alliances (CSAs) in SUN countries;
2. CSAs advocate effectively;
3. CSAs participate in national platforms for scaling up nutrition;
4. CSAs contribute to better accountability in SUN countries; and
5. The collective of CSAs are a functioning learning network (i.e. the global SUN Civil Society Network).

Annex 3 of this current report provides a comprehensive description of the SUN Movement MPTF covering the issues below:

- Origins and evolution of the SUN Movement MPTF
- Purpose of the SUN Movement MPTF
- Governance arrangements
- Fund allocation process
- History of fund allocations
- Disbursement timeframes
- Current status of MPTF funds (income, allocations, balance)
- Use of funds
- Accountability mechanisms

A summary of key, updated financial information is presented in Table 1 below. A list of all the funded projects is presented in the table at the end of Annex 3.

Table 1 Current status of SUN Movement MPTF funds received and allocated

Total source of funds		10,121,384
DFID		5,860,091
Irish Aid		429,485
Swiss Agency for Development & Cooperation		3,798,083
Interest & investment income		33,726
Total use of funds		9,968,811
<i>Projects</i>		
Window I:	Learning Routes	642,000
	Budget tracking	320,000
Window II:	24 Civil Society Alliances	7,606,115
	CSN Secretariat (3 allocations)	1,036,055
Window III:	SUN Movement M&E baseline report	60,000
	SUN Movement MPTF evaluation	203,424

<i>Sub-total projects</i>	9,867,594
<i>Administration</i>	
Refunds from PUNOs	-99
MPTF admin fee	100,877
Bank fees	439
<i>Sub-total admin</i>	101,217
Balance remaining in MPTF	152,574

As of 16th February 2016, values in USD. Source: UNDP MPTF Office Gateway

Window I (USD 962,000) has been utilised to support a pilot project (USD 642,000) led by PROCASUR to improve sharing and learning initiatives between national SUN multi-stakeholder platforms and for a project (USD 320,000) in support to the SUN Movement Community of Practice on Planning, Costing, Implementing and Financing Multi-sectoral Actions for Improved Nutrition.

Window II (USD 7,606,115) is providing financial support to civil society actors in 24 countries across Africa, Asia and Latin America. Support has also been granted to the SUN Civil Society Network Secretariat through Window II (USD 1,036,055) 10.24% of the total SUN Movement MPTF funding has been allocated under this window for civil society support, either on network or country specific projects. Donors fund the Civil Society Alliances in five countries bilaterally.

Window III (USD 60,000) has been used to support the development of the SUN Movement Monitoring and Evaluation (M&E) framework. It is also being used to fund this evaluation of the SUN Movement MPTF.

In November 2014 the Management Committee approved the extension of the SUN Movement MPTF until 31 December 2016. The Management Committee (MC) approved a total of 20 no cost extensions that extend the majority of the projects into 2016.

4 The evaluation

The Management Committee of the SUN Movement MPTF commissioned an evaluation to provide both an assessment of the current SUN Movement MPTF as well as a set of forward-looking recommendations. These recommendations will inform the MC decisions in designing the forthcoming (if any) funding mechanism for the SUN Movement and to strengthen the role this mechanism could have in contributing to the new strategy of the SUN Movement (2016-2020).

In summary the objectives of the evaluation are:

To assess the performance of the MPTF in contributing to the four Strategic Objectives of the SUN Movement¹.

To assess the need for, and propose options for, any future catalytic, last resort fund at global level.

The questions presented in Annex 6 provided a comprehensive basis to guide the evaluation. They were used to guide literature reviews, interviews and group discussions during the course of the evaluation.

In order to answer these questions, the team members undertook the following activities:

Project reviews: Desk based evaluation of the relevance, effectiveness, efficiency, sustainability of all 28 funded projects and determinants of success.

In depth case studies: (including country visits) of 5 out of the 24 Civil Society Alliances (CSAs) funded by the MPTF: El Salvador, Guatemala, Laos, Malawi and Zimbabwe².

Governance and administrative analysis: including the role and work of the MC, the SUN Movement Secretariat (SMS), the MPTF Office, Participating United Nations Organization (PUNOs) and other global level structures (e.g. SUN Networks)

Future needs analysis: assessing the need and options for any future catalytic, last resort fund.

See Annex 7 for a Bibliography of the literature reviewed and Annex 8 for a list of all the people from whom we received information either in person, via skype, telephone or by email. This evaluation also drew upon a small number of interviews undertaken by the Team Leader in mid- 2015 during a research study for the global SUN Civil Society Network on civil society alignment with SUN efforts at country level. These interviews are also referenced in Annex 7.

¹ Strategic Objective 1: Creating an enabling political environment, with strong in-country leadership, and a shared space where stakeholders align their activities and take joint responsibility for scaling up nutrition; Strategic Objective 2: Establishing best practices for scaling up proven interventions, including the adoption of effective laws and policies; Strategic Objective 3: Aligning actions around high quality and well-costed country plans, with an agreed results framework and mutual accountability; and Strategic Objective 4: Increasing resources towards coherent aligned approaches.

² The selection criteria included: geographical distribution, at least 1 country with a fragile political environment, timing of funding decision, a range of Participating UN Organizations, at least 1 country with REACH presence, a range of Implementing Partners, at least one project with a grant of >US\$400k.

PART II: EVALUATION FINDINGS

Part II presents the findings of the evaluation in relation to the following issues:

- The performance of the MPTF funded projects by Window (relevance, effectiveness, efficiency and sustainability)
- Factors determining performance;
- Overall design, governance and administrative arrangements;
- Future funding needs and options.

5 The performance of funded projects

In the following sub-section we present findings on the relevance, effectiveness, efficiency and sustainability of the funded projects.

5.1 Window I: Learning Routes & Budget Tracking

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

This pilot project (US\$642,000) was approved by the SUN Movement MPTF Management Committee in November 2013 and was originally planned to take place from February 2014 to February 2015. In January 2015, a no cost extension was agreed up until the end of April 2015 as a consequence of delays due to political changes in the Peruvian host institution. The implementing partner was [PROCASUR Corporation](#) and the PUNO was UNOPS.

Two Learning Routes were held. The first was held in Senegal in May 2014 under the coordination of the Fight Against Malnutrition Unit – Cellule de Lutte Contre la Malnutrition (CLM). The second was in Peru in September 2014, hosted by the Ministry of Development and Social Inclusion (MIDIS). The objectives of the Learning Routes were to: improve knowledge of SUN members about successful initiatives in nutrition; better access to hands-on methods and practical tools to scale-up nutrition; strengthen partnerships and networking; and systematic, continued cross-fertilization among countries (PROCASUR 2015d).

There was a very high level of interest and positive feedback from participants in the Learning Routes, indicating that they were very relevant to their needs. Participants in the Senegal Learning Route particularly appreciated the opportunity to strengthen the linkages within and between country delegations through field visits, case analysis and the thematic group discussions (PROCASUR 2014c).

The one-week learning experience (in Senegal) exceeded the expectations of the Peru Country Team...the high level in which all stakeholders coordinate their actions shone through. This was illustrated in the development of multi-sectoral processes and the design of policy instruments that reflect the same language and commitment between the

parties. (*Edgardo Sara Muelle, Peru Director of Social Policy Planning, Ministry of Development and Social Inclusion (MIDIS). Source: SUN Movement website*)

Speaking of the Peru event, Dr. Joyceline Kaganda, Acting Managing Director of the Tanzania Food and Nutrition Centre said:

I am going to take back to my country some of the learned strategies they (stakeholders in Peru) have been using to-date... All in all this has been one of the greatest experiences in my life and for my country. (*Source: SUN Movement website*)

One significant outcome of the Peru Learning Route was that PRISMA, a participating NGO, started an advocacy campaign to persuade decision makers and candidates to include nutrition in their political agenda during the regional and district elections which followed the Learning Route. As result, 86% of candidates committed to include nutrition as a priority in their political programme (PROCASUR, 2014c)³.

Another impact of the Peru event is reported in the 2014 SUN Movement MPTF Annual Report (SUN MPTF 2015a):

Following the participation of the Lao PDR national delegation, including CSA representative, in the Peru learning route, the CSA reported that the experience resulted in the Laos National Nutrition Centre prioritizing civil society and having confidence that civil society are good partners to address nutrition - and plan to include CSA at the table and in future discussions more often. This has since continued to strengthen.

PROCASUR's own surveys revealed that:

participants evaluated very positively the Learning Route Programme. The improved knowledge on relevant thematic areas, the sharing of good practices and innovations with potential for adaptation and scaling-up in participating countries are amongst the main benefits highlighted by SUN representatives (PROCASUR 2015c).

There is some evidence that attention was placed on cost control which helped ensure value for money. For example, the Learning Route in Senegal was cheaper than anticipated due to the good work of CLM the local partner. The underspend was used to increase the number of participants in the Peru Learning Route.

The intended next steps are outlined in the SUN Movement Annual Report (SMS 2015). They are to: encourage the implementation of the Action Plans; agree on how to incorporate lessons learnt from the Learning Routes into future knowledge exchanges; discuss cost-effective approaches to reach more countries with Learning Routes. Some countries were delayed in implementing their Action Plans due to external factors, in particular Sierra Leone and Guinea Conakry due to the Ebola outbreak (PROCASUR, 2014c).

³ It was not possible for the evaluators to follow up and assess the extent to which this actually happened.

The success of the pilot programme has led the SUN Civil Society Network to organise Learning Routes for members of national Civil Society Alliances. The SUN CSN Secretariat secured USD 1,020,921 from Children’s Investment Fund Foundation (CIFF) to implement the learning route methodology to enhance country support and experience exchange in 2015-2017. This project is run in conjunction with PROCASUR and funds an additional CSN Secretariat staff member. The project aims to build stronger links between CSAs and other stakeholders and focuses on experience exchange with the hope that outcomes will be stronger civil society coalitions which are more effective at increasing attention and resources towards nutrition.

In terms of the wider SUN Movement, the Learning Route pilots have informed the development and activities of Communities of Practice, for example, the COP for developing functional capacities for coordinated and effective SUN actions (SMS 2014).

Box 1 SUN Movement Communities of Practice

During 2014, COPs were established by the SMS, as means of organising requests for support from SUN countries thematically, and linking them with expertise from other SUN countries and across the SUN networks. Four COPs have been established, as follows:

- COP1: Planning, costing, implementing and financing multisectoral actions for improved nutrition.
- COP2: Social mobilisation, advocacy and communication for scaling up nutrition.
- COP3: The reliable monitoring of progress, evaluation of outcomes and demonstration of nutrition results.
- COP4: Functional capacities for coordinated and effective SUN actions.

5.1.2 Budget tracking: Addressing gaps in multi-sectoral costing and financial tracking for nutrition

A grant of US\$320,000 was provided to UNICEF in January 2015 for a 6-month period from March – August 2015. UNICEF HQ was the PUNO and UNICEF Regional Offices the Implementing Partner. A no cost budget extension was signed on July 29, 2015 because of the need to reschedule an Asia workshop to the Spring of 2016, due to the UNICEF South East Asia office involvement in the Nepal earthquake response.

The MPTF funds covered the costs of five workshops which took place in April 2015 as part of the on-going work of COP 1 to support countries to track budget allocations for nutrition across sectors. The overall process was co-funded with resources held by the SMS. The workshops aimed to accelerate a process that started in November 2013 during a regional workshop in Nairobi on costing and financial tracking.

Prior to the MPTF funded workshops, the SMS issued a “call for expressions of interest” inviting countries to participate in the process to improve and report on budget allocations, using the “3-step approach” originally developed by the SUN Donor

Network. Thirty countries responded to the Call for Interest and carried out Step 1. Sixteen countries carried out the data gathering exercise by themselves, the Institute of Development Studies (IDS) supported ten, Results 4 Development (R4D) supported two and two had the support of the USAID-funded SPRING project.

In total, government representatives from 32 countries (including 2 observing countries) participated. In addition, multiple stakeholder groups including the United Nations, Civil Society, Private sector and Donor organizations participated.

This project was developed as a contribution to COP 1 which itself was a response to requests from SUN countries for support on the costing, financing and tracking of plans for improved nutrition. Consequently, it was regarded as responsive and relevant to the needs and demands of SUN stakeholders. It is very much aligned with and supportive of the Strategic Objectives of the SUN Movement, especially SOs 3 and 4. The relevance to the needs of SUN countries is reflected in the feedback provided by participants, which was reviewed by the Evaluation Team. All participants indicated that their primary learning objectives had been met. There was also significant demand for support to enable participants in the workshops to take the work forward in their countries.

From a review of the literature, the feedback from participants and information provided by key informants, the major achievements of the workshops are identified in Box 2.

Box 2 Achievements of the MPTF funded budget tracking work

- ✓ 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)
- ✓ learn lessons 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

The workshops achieved their objectives, and at a cost to the donor of USD 320,000, provided good value for money. The publication of the preliminary data in the GNR 2015 is certainly a “strong step toward transparency and accountability” as claimed by the SMS (SMS 2015).

There is a strong chance that the workshops will have sustainable impacts given the level of motivation they helped generate amongst participants to utilise what they had learnt. The fact that the workshops were part of a broader, on-going process within the SUN Movement to enhance the tracking of budget allocations and expenditure on nutrition in relation to needs also increases the likelihood of sustained results.

A key priority in 2016 will be to further support the advancement of the analysis with the group of SUN countries that participated in the 2015 exercise. Further regional workshops will support countries that have already undertaken the work to advance further and enable other countries to begin. This will involve moving into tracking of actual expenditures and tracking off-budget resources, such as civil society and private sector contributions (Source: SMS email). This work will be taken forward as part of the policy and budget cycle management (work stream 1.2) in the Roadmap 2016-2020.

The workshops and the overall process have been successful in bringing together different stakeholders providing technical support to governments on budget analysis, planning and monitoring. The overall COP 1 process is doing likewise, linking, for example, Civil Society Network activities in Zambia and Malawi, SPRING experience in Uganda and Nepal, WHO work on the National Health Accounts. Linkages with REACH's mapping approach will be explored. During our enquiries, the SMS was praised for having done an excellent job leveraging resources from all fronts, whilst recognizing that the process was and remains very much a team effort led by the Secretariat.

The MPTF funds did not catalyse the process of improved budget analysis but did significantly help to accelerate progress. It is unclear whether the MPTF funds were last resort. Perhaps an alternative source of funding could have been found but this would likely have delayed progress. This does give rise to the question of how this type of process should be financed in the future within the 2016-2020 Strategy and Roadmap. This issue will be reviewed further in the section below on future funding needs and options.

5.2 Window II: National Civil Society Alliances and the global Civil Society Network

5.2.1 National Civil Society Alliances

Relevance

The valuable role CSOs can play in advocating for the scaling up of effective nutrition policies and actions, supporting their implementation and monitoring progress is widely recognised by SUN Movement stakeholders. The reviews in Annex 9 provide numerous examples of CSA objectives and activities being highly relevant to the SUN Movement's Strategic Objectives. Key informants acknowledged that CSOs can contribute to these objectives most effectively if they have a mechanism through which they can align with each other and work together in complementary ways.

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

The country case study in Lao found that MPTF funds enabled CSOs to be better aligned and consistent with each other, and thereby provide a more unified voice to Government and donors.

The SUN Movement MPTF was established primarily as a response to a request from Civil Society Organisations (CSOs) for funding (Mokoro 2014). This explains why a high percentage of the total funds were allocated to support civil society engagement in SUN efforts. The Evaluation Team heard only one criticism of the use of MPTF funds (see section 7.4 below).

During the evaluation some informants questioned the relevance of establishing CSAs in two countries, Guatemala and Bangladesh, where, it was perceived that civil society platforms already existed. The Evaluation Team sought to clarify these situations.

Our enquiries revealed that a civil society platform did already exist in Guatemala. In 2005, INCOPAS (Instancia de Consulta y Participación Social) was established by the government as a means of enabling civil society participation in policy making on food security and nutrition. Government representatives, during our field visit, expressed concerns that the CSA for SUN duplicates the role of INCOPAS and this led to tensions between CSOs. However, members of the CSA for SUN argued that there was a need for a stronger independent civil society voice to monitor the implementation of government policies and advocate for improvements. A key concern of the CSA for SUN is to encourage the government to increase focus on chronic malnutrition given that it has mainly focussed on acute malnutrition to date. The MPTF CSA has been working to develop closer, complementary relationships with INCOPAS and the latter participated in the Learning Route event held in Peru in 2014. The creation of an alliance funded by the SUN Movement MPTF created tensions in the civil society nutrition landscape. These tensions could have been avoided by better research by those who initiated the CSA. The situation is improving but the tensions resulted in slow progress and a need to build relationships across the civil society actors in country (Source: MPTF evaluation case study).

In Bangladesh, there was no existing national civil society alliance working specifically on nutrition before the country joined the SUN Movement. However, a split between CSOs did occur during the process of establishing a national alliance. The NGO that was initially leading the establishment of the alliance was considered by other CSOs to be positioning itself to host the Secretariat and access funding, rather than playing a facilitation role. When decisions were made about which organisation would host the secretariat of the alliance, the NGO that had been leading the process was not selected. In the opinion of informants, this resulted in the NGO disengaging from the process, becoming very critical of the SUN Movement as a whole and attempting to set up an alternative civil society alliance. It appears that this alliance is not now very operational and the CSA for SUN is now widely recognised as the primary mechanism for civil society participation in the country. However, the situation has probably led to a reduction in political diversity within the CSA for SUN. (Source: interviews undertaken by the Evaluation Team Leader for the CSO alignment study, Leather 2015).

Effectiveness

The Evaluation Team reviewed the effectiveness of CSAs against the following objectives which were common to most CSA funding proposals and the intended outcomes defined in the SUN Movement MPTF Log Frame and Window II Theory of Change (SUN MPTF 2014a):-

- ✓ Establishing functioning CSAs
- ✓ Raising awareness of nutrition and promoting political commitment
- ✓ Influencing policies, plans and investments
- ✓ Scaling up CSO programmes aligned with national policies and plans
- ✓ Promoting monitoring and accountability
- ✓ Sharing learning and abuilding capacity amongst CSOs

✓ Establishing functioning CSAs

There are now over 2,100 CSOs participating in the 34 CSAs (SUN CSN 2015), 24 of which were co-funded by the MPTF. Most CSA projects involved establishing the CSA from scratch. The development of functioning CSAs was itself a stated objective of many MPTF funded projects. This has been well achieved in most cases. This means that CSOs are to some extent reducing duplication and working together in more complementary ways both in their operational activities as well as their advocacy work.

In Kenya, the MPTF funds not only helped to establish the CSA but also helped ensure that the CSA became the recognized and authoritative entity for mobilization and coordination of CSOs around nutrition issues (Kenya, 2014).

The Evaluation Team's case study in Zimbabwe revealed a well - functioning CSA. The governance arrangements are clearly defined, well understood and agreed by members. There are clear divisions of responsibility between structures. The Steering Group provides strategic oversight, the Chair provides strong leadership, the Secretariat plays

a strong mobilisation, facilitation and coordination role and Progressio (the SUN Movement MPTF Implementing Partner) performs the Treasurer function. There is regular consultation with members who have a strong sense of ownership and influence.

“We have just registered the CSA – until now we had to learn to work together. There were some disagreements on the internal structure and organisation of the CSA (which delayed progress)”.

(Senegal CSA Chairperson)

However, examples have been identified of CSAs which are experiencing internal challenges to their effective functioning. This often relates to a lack of common understanding regarding the governance and administrative arrangements of the CSA, including the division of roles and responsibilities between the IP, executive body, secretariat and membership.

The case study in Malawi provided a contrasting scenario to Zimbabwe. It should be emphasised that the Civil Society Organisations’ Nutrition Alliance (CSONA) is implementing some excellent work (e.g. with media and parliamentarians) as is illustrated elsewhere in this report. However, most Malawian stakeholders, within and outside of civil society, regard CSONA as a project of the Implementing Partner, Concern Worldwide, rather than a member led Alliance. A Steering Committee has not been established. Staff members of Concern have mostly been responsible for decisions on how funds were used and the Secretariat staff have been responsible for the implementation of most activities. As a consequence members of the CSA feel they do not have much influence and are hesitant to engage fully. The evaluator concluded that this approach is limiting the credibility, effectiveness and sustainability of the CSA. Current senior staff in Concern Worldwide and the Secretariat coordinator acknowledged this and there appears to be a strong commitment to make the governance of the CSA more inclusive and member led. The reason given for the existing situation was that the CSA was not an independent legal entity and therefore Concern was ultimately responsible for the Alliance. Whilst this is true from a legal standpoint, experience from Zimbabwe and other countries demonstrate that CSAs can be collectively governed if there are commonly agreed principles, ways of working and divisions of responsibility.

Similar problems were reported in Kenya during a separate research study on civil society alignment recently conducted by the SUN Movement MPTF Evaluation Team Leader (Leather 2015) and were reiterated during the current evaluation.

Towards the end of the evaluation process, the Team heard reports from members of another CSA that there was a lack of awareness amongst the membership about the existence and use of MPTF and other funds. A number of members felt there was a resistance on the part of the CSA Steering Group and Secretariat to place more decision making in the hands of the membership and called for an independent audit of the use

of MPTF funds. The Evaluation Team will submit a separate review on this case to the Management Committee.

Whilst the Evaluation Team believes that there is a significant number of MPTF and non-MPTF funded CSAs experiencing problems, the majority do appear to have established effective governance arrangements and ways of working where members are appropriately involved in decision making and the implementation of activities.

✓ Raising awareness of nutrition and promoting political commitment

CSAs which have become functional have commonly had an initial focus on raising awareness of the public and decision makers regarding the importance of better addressing malnutrition. Evidence suggests that significant progress has been made in this respect and CSOs have made a major contribution to raising nutrition up the political agenda.

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

Many CSAs have sought to raise awareness and promote accountability through the media. One example of an effective media event was the press briefing organised by CSONA in Malawi in May 2014. The media coverage highlighted how CSONA was calling on candidates in the national elections to commit themselves to end malnutrition in the country. One outcome of CSONA’s work was that the Principal Secretary for the national Department of Nutrition, HIV and AIDS, made a commitment to work closely with the Ministry of Gender to revive the deployment of home craft workers to assist people in the rural areas to deliver nutrition messages and best practices (Source: MPTF evaluation case study).

Box 3 CSONA Malawi: An example of CSA engagement with the media

CSONA organised a press briefing on the eve of The World Press Freedom Day 2014 which centered on the theme: *Reaching New Goals: Free Media Fortifies the Post 2015 Development Agenda*. The aim of the press briefing was to explore how different media can raise visibility of issues to do with nutrition. Following the press briefing CSONA was featured in 8 articles and programs which included 3 print Medias, 2 electronic Media and 5 national radio programs. One of the articles on CSONA: <http://www.nyasatimes.com/2014/05/02/end-malnutrition-in-malawi-candidates-asked-to-sign-nutrition-pact/>.

✓ Influencing policies, plans and investments

Stated objectives of CSAs such as influencing national policies and plans, mobilising increased investments and contributing to scaled up nutrition programmes have been

harder to achieve in the time available, especially for newly established CSAs. Yet, significant progress appears to have been made in some countries. CSA members reported again and again how their influence and motivation has increased by channelling their advocacy through the CSA.

At least 26 CSAs are engaging in national multi-stakeholder platforms and at least 20 have common advocacy plans⁴ (SUN CSN 2015). Some CSAs do report impacts on public policies and resource commitments. Findings from the Evaluation Team's desk reviews and country visits revealed how such claims are supported by other SUN stakeholders in country. Examples of these results include:

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

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

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

In Mozambique, the SUN Civil Society Platform is considered by the SUN government focal point to have been influential in the development of the government position on the role of nutrition in the post-2015 development agenda (Source: research study interview).

Members of the CSA for Nutrition in Nepal support the implementation of the national Multi-Sector Nutrition Plan (2013-2017) (MSNP) by organizing programs for hospital staff to promote breastfeeding (Source: <http://scalingupnutrition.org/news/37424#.VmZLS9BW-DR>).

Madagascar SUN CSA's advocacy efforts granted them a private audience with the Prime Minister and a commitment to hold a workshop with all ministers and donors to start discussing increased investment in nutrition. This commitment was reaffirmed by the Minister of Agriculture of Madagascar during the closing plenary of the 2014 SUN Movement Global Gathering (SUN 2015: 79).

The CSA in Kenya is recognized by other stakeholders (from government and UN agencies) as having successfully advocated for a stronger nutrition component in the national health policy. The policy was revised based on their input (Kenya 2015b).

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

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

⁴ Not all are MPTF funded.

and for CSA to support a clear civil society agenda and advocacy asks for nutrition". Hedy Ip, Nutrition Specialist, UNICEF Myanmar

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

Box 4 Influence on policy of the Uganda CSA's awareness raising and advocacy work with partners

Various engagements with policy makers and other government decision makers raised political awareness and interest in the policy issue, particularly concerning the Food and Nutrition Bill that has effectively been stalled since 2009. During a high level dialogue organised by project partners on 10 October 2013, members of parliament committed to exploring links between agricultural sector development and food and nutrition, prioritising support for research on indigenous nutritious foods, and supporting a multi-stakeholder approach in addressing nutritional challenges. The Prime Minister's Office held a Nutrition Development Partners Meeting on 21 November 2013, and a National Nutrition Forum was held on 3 December 2013 followed by a stakeholders meeting with the Prime Minister in which he announced government will be monitoring progress on nutrition indicators. Complementing this, the Minister of Gender, Labour and Social Development also organised a marathon on nutrition, and authored an op-ed published in New Vision on 26 November 2013 in which she emphasised the importance of the pending Food and Nutrition Bill.

Source: Browne, P. (2015) Partnerships for Pro-Poor Policy Change in Africa (Southern Africa Trust 2015)

CSOs within the SUN Movement have been strong advocates for the decentralisation of national policies, capacities and resources, recognising that this is a pre-requisite for scaled up actions and major reductions in malnutrition. At least 24 CSAs⁵ are working at the sub-national level to support decentralized, multi-stakeholder structures and processes (SUN CSN 2015).

By December 2014, the Mozambique national CSA had established civil society networks in 3 provinces - Inhambane, Tete and Nampula (Mozambique, 2014a).

Many CSAs have a strong emphasis on ensuring that national nutrition policies and programmes promote gender equality and the empowerment of women and girls in ways which ensure nutrition for all.

For example, in Lao PDR the Scaling Up Nutrition Civil Society Alliance, with support from Plan International and the Swiss Development Cooperation (SDC), undertook a study to document examples of successful approaches to improved nutrition implemented in the country that address gender equality or gender mainstreaming (Baldwin 2015). The report aimed to support all organizations working on nutrition to better address gender equality in their work. It was

⁵ Not all MPTF funded

intended that the paper informed the national Food and Nutrition Security Action Plan (FNSAP, November 2012).

It is worth emphasising the risks that many civil society organisations, particularly social movements and peoples' organisations, take in highlighting the underlying causes of malnutrition and advocating for effective policies and

The CSA has been instrumental in bringing us where we are today. They should keep up the pressure to help support passing of our legislation on nutrition. (El Salvador, Minister of Health)

regulations. During the field visit to El Salvador, the team heard how the commitment of one CSA member, CAC (Ambiental de Cabañas en Defensa del Agua y la Cultura) in El Salvador, had seen three of its youth volunteers shot dead during their campaign in 2013 against foreign owned mining companies' contamination of drinking water in the area of Cabana. This was their own activity, not one funded by the MPTF, but illustrates that advocacy sometimes confronts deeply vested interests and places members of CSOs at serious risk.

✓ Facilitating the scale up CSO programmes aligned with national policies and plans

Supporting CSA members to scale up their programmes is not an explicit objective of many CSAs. Understandably, the primary activities relate to advocacy and accountability. However, it is surprising that there is little mention of the role of CSAs in relation to the programmes of members, given that scaling up aligned nutrition actions by all stakeholders is the primary intended outcome of the SUN Movement.

Clearly, CSAs are not intended to implement programmes themselves. However, there is on-going debate about the role of CSAs in accessing and administering funds for programmes of member CSOs. Some CSOs believe that CSAs should apply for and administer programme funds for members – in effect becoming a consortium. Others believe that CSAs should merely play a coordination and facilitation role, supporting members to map needs, develop joint proposals and to access funds which they themselves administer as individual CSOs or through their own consortia.

In Guatemala, the CSA coordinates innovative radio spots produced by youth in Spanish and 4 other Mayan languages (Kaqchiquel, Keqchi, Kiche, and Mam) to communicate educational nutrition messages, the importance of breastfeeding in the first 6 months, hygiene around food preparation. These were delivered in the communities around Coban, 5 hours north of Guatemala City through the local Funmayan (Fundacion Maya Norte). 45 radio stations in Guatemala gave free radio airtime to deliver these messages. (Source: Guatemala case study)

However, our case studies did reveal examples of CSAs leveraging additional funding for CSOs and supporting them to coordinate their programmes effectively. For example, in Malawi CSOs are supporting the implementation of the Government led Support for Nutrition Improvement Component (SNIC) Project, which aims to reduce stunting through improved ante natal care, breast feeding and infant feeding practices. The five-

year project is receiving USD 22 million from the World Bank and Canadian Development Agency.

✓ Promoting monitoring and accountability

The extent to which CSOs participate in national government / multi-stakeholder monitoring systems or implement their own systems is a debated issue, and of course is highly dependent on the context. We observed both scenarios as well as situations where CSOs are supporting national systems whilst also retaining their own independent analyses and reports.

In Guatemala, MPTF funds support the CSA for SUN to establish a Monitoring and Social Audit Commission of CSOs, which aims to monitor and evaluate government policies, actions and public investment. This is criticised by government officials, as they believe it duplicates what the government is already doing through the SIMON system. However, the CSA believes it is vital to maintain an independent capacity in a situation of high levels of corruption.

A major focus for many CSAs has been on tracking government budget allocations and expenditure on nutrition across different sectors. This is of course coherent with SO4 of the SUN Movement and the work of COP1 described above and members of CSAs have benefited from their engagement in the MPTF funded workshops on budget analysis.

There is often a close linkage between the work of CSAs on raising awareness of parliamentarians and their work on budget monitoring. At least 10 MPTF funded CSAs are seeking to raise the awareness and engagement of parliamentarians on nutrition with the intention that MPs will encourage governments to increase investments and hold them to account against their national and international commitments. This is well illustrated by CSONA in Malawi (see Box below).

Box 5 Supporting parliamentarians to monitor nutrition budgets and hold governments to account

In collaboration with Save the Children International Malawi, Civil Society Organization Nutrition Alliance (CSONA) held an engagement meeting with Members of Parliament (MPs) during the 2015 National Budget Sitting. The aim of the meeting was establish an interface and build relationships with MPs for future engagement as well as present the preliminary results from CSO Budget analysis exercise and highlight the progress this far as it relates to Malawi's Nutrition for Growth Commitments (N4G). One major outcome was the agreement that the Parliamentary Committee on Nutrition, health and AIDS would develop a roadmap with benchmarks by which the Committee would monitor nutrition budget allocations at national and district levels.

✓ Sharing learning and building capacity amongst CSOs

The value of CSAs in providing a space for CSOs to learn from each other is very evident from our field visits, interviews and literature reviews. Facilitating the sharing learning

between CSAs is a key function of the global CSN. Its work in this respect is reviewed below. However, the MPTF Log Frame and Window II Theory of Change imply that CSAs will, of their own initiative, seek to share their experiences with other networks and countries within the Movement. The Evaluation Team found numerous examples of CSOs sharing their situation analyses, programme approaches and advocacy positions with fellow members of alliances.

Efficiency

A high proportion of CSAs have struggled to implement activities according to work plans for reasons which are explored in Section 6. Delays in implementation are reflected in the underspends of CSAs. Eighteen of the SUN Movement MPTF funded CSAs and the global CSN requested no-cost extensions which were approved by the Management Committee.

Numerous stakeholders, particularly SUN Movement MPTF donors, raised the efficiency of channelling funds to the projects as a major concern. The ICE noted significant delays in the transfer of funds to Implementing Partners (see Annex 3). In Guatemala, the initial agreement between UNOPS and the Implementing Partner took 5 months to be signed and then there was an average delay of 5 months to disburse funds to the Implementing Partner.

In Sri Lanka, there was a six month delay in initiating the project implementation due to delays the signing of the legal agreement between the PUNO and the IP, establishment of the Secretariat and registration of the SUN Peoples' Forum (Sri Lanka, 2014c).

There were also delays in the processing of requests for budget revisions and no cost extensions. The Evaluation Team saw examples of no-cost extension requests, which took more than 6 months between the request being made by the Implementing Partner and the request being submitted to the Management Committee for approval. Decisions were made very close to the original end date of projects. This resulted in uncertainty for many CSAs, a loss of momentum and there were reports of loss of staff with short-term contracts and lack of clarity of renewal.

For these reasons, the value of transferring funds through UN agencies has been questioned both in terms of the time for transfers to occur and the 7% administration fee charged.

It was only possible for the Evaluation Team to assess the cost-efficiency of CSA activities in the case study countries that we visited and even then, it was not possible to undertake an in-depth analysis. In both Malawi and Zimbabwe, the Implementing Partners (Concern Worldwide and Progressio respectively) had rigorous procurement and accounting systems in place to minimise costs and verify expenditures.

Sustainability

The sustainability of CSAs depends not only on their ability to access funds but also the extent to which members are engaged and willing to take responsibility for the implementation of activities.

The ability of CSAs to acquire financial resources sustainably is reviewed below in the section on future funding needs and options. However, it is worth noting here that longer-term fundraising was not an explicit objective within the initial funding proposals and strategies of CSAs. In general, the issue of fundraising appears to only have come to the fore as MPTF project periods have drawn to an end. Where fundraising efforts have occurred they tend to have been piecemeal and ad-hoc rather than comprehensive and strategic. The recent study on civil society alignment found that in many countries

...there is not a regular exchange of information between CSAs and donor conveners. There are often contacts with individual CSOs but not representatives of CSAs. Responsibility for this is shared between donor and civil society representatives (Leather 2015).

The findings above on CSA governance arrangements suggest that some CSAs are highly dependent on the commitment and actions of one or a small number of individuals or organisations. On the other hand, the majority of CSAs have generated strong ownership by members with consequent inputs of in-kind resources, technical support, sharing of responsibilities and sometimes, financial contributions.

In terms of project results, many CSAs appear to be producing lasting results, by contributing to increased awareness of nutrition, improved multi-stakeholder processes, better multi-sector policies and programmes and, to some extent, increased investments.

CSAs in many countries work with parliamentarians helping to prioritize nutrition regardless of the party in power (e.g. Ghana, Zimbabwe) and obtain signed commitments for nutrition improvements from presidential candidates, ensuring that nutrition remains a priority (e.g. Malawi, Peru). (SUN CSN 2015)

“Gaining Parliament’s backing is key to developing and implementing government’s nutrition strategy”

(Juliana Lugunzi, Parliamentarian from Malawi, at the SUN Movement Global Gathering 2015)

Some CSAs have recognised the risk of declining political commitment due to changes in government and are implementing activities to promote sustained commitment and action over political cycles, e.g. promoting cross-party nutrition champions amongst parliamentarians, raising awareness amongst journalists and advocating for

commitments to be enshrined in national legislation. To ensure sustainability in Peru, the MPTF funds have supported activities that are strengthening existing consultation mechanisms between local governments and citizens (Peru, n.d.).

5.2.2 The Global Civil Society Network (CSN)

In total the global CSN received USD 1,036,054 from the MPTF. The PUNO is UNOPS and the Implementing Partner is Save the Children, which hosts the CSN Secretariat. In addition to the MPTF support, CSN has also accessed DFID support to enable the development of professional package of SUN CSN documents and over US\$1 million from the Children's Investment Fund Foundation (CIFF) as part of a larger Save the Children grant to implement the learning route methodology in support of country support and experience exchange. In addition, the SUN Civil Society Network benefits from a number of in-kind support from its members.

The objectives of the global CSN have evolved over time but can be synthesized as follows:

- Promoting establishment or strengthening of CSAs
- Promoting the effectiveness of CSAs through technical support
- Facilitating and capturing learning
- Facilitating participation in regional and global processes
- Supporting the internal functioning of the CSN

In our evaluation we not only assessed the work of the CSN Secretariat but the work of the global CSN as a whole. Members of the global CSN, led by the Steering Group, are collectively responsible for the implementation of the CSN's work plan. The Secretariat should play a coordination and facilitation role. MPTF funds were allocated to support the overall function of the Network. Clearly, given that a large proportion of the funds were spent on and by the Secretariat, their work has been a major focus of attention.

The relevance of the global CSN is amply illustrated by the overwhelmingly positive feedback provided by members of CSAs during our interviews and case studies, as well as during previous studies and evaluations (Mokoro 2015, Leather 2015). CSAs expressed the need for technical support, coordination and guidance and that is what the MPTF grant helps to give them. The SUN CSA in Kenya, for example, provides positive feedback on the technical support received (Kenya, 2015). It has contributed to the growth in the number of CSAs and the strengthening their capabilities.

Individual members of the global CSN have been instrumental in the establishment of new CSAs at country level. The global network now has over 2,100 CSOs participating through the 34 CSAs.

In relation to the SUN Movement MPTF, the CSN Secretariat has played a key role both in supporting the development and review of CSA funding proposals, reporting to the MC and providing technical support to MPTF funded CSAs, as part of its wider efforts. The specific roles and responsibilities of the CSN Secretariat in relation to the MPTF are laid out in the Supplementary Guidance Note approved by the MC in November 2014. The SMS and MPTF MC members appreciate the work of the CSN Secretariat in relation to the MPTF and acknowledged that the overall workload of the CSN sometimes affected the level of support that the CSN Secretariat was able to provide. By its own admission,

the CSN Secretariat found the MPTF application review process was too much to manage, on top of all its other responsibilities.

The technical support provided by members of the Network and the CSN Secretariat is found to be very useful by national CSAs, particularly because it is grounded in the learning from national level experiences. There is a strong iterative approach between the lesson learning and technical assistance activities of the CSN. Examples of the guidance and resources produced by the CSN are provided in the Box below.

Box 6 Examples of guidance and resources produced by the CSN

SUN CSN cross learning tool on the CSN blog covering the following issues:

[Decentralisation](#); [Influencing Policy change](#); [Independent registration and sustainability](#); [Financing and sustainability](#).

Guidance Note: Establishing a Civil Society Alliance in a SUN Country

<http://scalingupnutrition.org/wp-content/uploads/2013/01/SUN-CSN-Establishing-a-CSA.pdf>

Enabling Good Governance in Civil Society Alliances <http://scalingupnutrition.org/wp-content/uploads/2015/05/SUN-CSN-Enabling-Good-Governance-in-CSA-EN-FinalWeb.pdf>

SUN CSN Post-2015 advocacy tool-kit <http://suncivilsociety.net/wix.com/suncsnblog#!post2015-tool-kit/cw1t>

Ensuring CSAs have equitable access to opportunities

http://media.wix.com/ugd/a1d6d9_90a870d1f93c470dbeb4a27d014fbbd9.pdf

A SUN CSN Process For Claims And Log When Internal Tensions Arise In SUN CSAs

http://media.wix.com/ugd/a1d6d9_adb2352f1bd44d7cb11aed4802d70da7.pdf

Civil society successes in scaling up nutrition

http://media.wix.com/ugd/a1d6d9_e3db0fd63f204c2d99d41ea228a2735f.pdf

Civil Society Network process for submitting request for support from the SUN CSN -

<http://suncivilsociety.net/wix.com/suncsnblog#!supporting-csas/cbq5>

Highly useful tools such as the Request Tracker help to ensure that the work of the CSN Secretariat is demand-driven and meets needs. The CSN Impact Tracker also provides a dashboard of the interactions with Government and the policy change targeted. As we note under Sustainability, the CSN is also tracking the funding needs and fundraising efforts of SUN CSAs in each SUN member country where possible. The work on developing “SUN 2.0”, helping coordinate Global Gatherings, and developing future Strategy and Road Maps also indicate that funds devoted to the CSN are funds well spent but hugely under resourced for the work required.

The evaluation confirmed findings of previous studies (Leather 2015), that CSAs are not always aware of the guidance and support that is available from the CSN. Some informants believe that guidance should be more prescriptive whilst still recognising that tools and approaches need to be appropriate for the context, whilst others feel it is up to the country actors to organise themselves based on guidance.

There were also calls for the global CSN, in the form of the Steering Group, to be more interventionist in situations where CSAs are not functioning in line with guidance based on experience and agreed at global level. This point was particularly made in relation to the governance of CSAs in which host organisations are overstepping their roles and members feel unable to take ownership of the alliance.

The CSN achievements are too dependent, however, on the work of just a couple of committed staff. The model of CSN support to CSAs is effective but such a small team will find it difficult to provide the level of sustained support needed with the level of in-house resources and small pool of additional funds for bringing in ad-hoc technical expertise.

The Secretariat capacity may have been fit for purpose for the original 11 CSAs but the growth of the Movement means that there are now 39 CSAs in need of support with over 45 countries with civil society activities. One approach that is being developed by the Secretariat is to decentralise capacity to regional hubs.

Some CSAs feel that the CSN is too demanding of CSAs whose focus has to be at national level. They felt that there was too much pressure to feed into global discussions and processes. Another concern is that communications are too long and not always easy to understand. The Evaluation Team heard a number of requests for fewer, shorter and simpler communications. The SUN CSN is developing a strategy for improved communication in response to such feedback. The strategy will be implemented in two phases – what can be done with current resources (very limited) and what can be done with additional resources).

There was also concern expressed for the workload of CSN Secretariat staff. Whilst many people believe that an increase in Secretariat capacity is justified, they also believe that there is a need to further prioritise activities. For example, someone other than the Coordinator should undertake extensive financial analysis.

The undoubted overload of Secretariat staff is partly a consequence of members the CSN not freeing up enough of organizational time to lead on the implementation of different work streams in the CSN work plan. For example, the Terms of Reference of the CSN state Steering Group members should spend 15 days per year i.e. 5% of their time on CSN issues. It is pertinent to ask if this really enough. If there is real organizational commitment to alignment within civil society, should there not be an expectation of a higher proportion of organization time and resources to support the collective effort?

5.3 Window III: Monitoring and Evaluation Baseline

During the third meeting in December 2012, the SUN Movement MPTF MC authorized activation of MPTF Window 3 “Support for Global SUN Strategic Efforts” to provide US\$60,000 to develop the SUN Movement Monitoring and Evaluation Framework and conduct a baseline study and other preparatory work for the 2015 SUN Movement Evaluation. UNOPS was identified as the PUNO and a consultancy firm, [MDF Training](#)

[and Consultancy](#), was contracted as the implementing partner, working together with the SMS.

In the first quarter of 2013, all SUN networks were involved in the design of the system and data was collected for baseline and progress information. September 2012 was used as cut-off date for the baseline to ensure all MPTF work would easily fit in, including all major indicators by MPTF logframe.

Box 7 Outputs of the MPTF Window III M&E Baseline project

The Monitoring and Evaluation Framework (SMS 2013)

http://scalingupnutrition.org/wp-content/uploads/2014/06/SUN_Framework_ENG_20140515.pdf

The SUN Movement Baseline Report

http://scalingupnutrition.org/wp-content/uploads/2014/06/SUN_Baseline_Report_ENG_20140520.pdf

The SUN Movement M&E Framework, and the baseline study, were rigorously reviewed as part of the ICE. Therefore, the Evaluation Team did not conduct an evaluation of this project within this current evaluation.

Box 8 ICE summary conclusion and recommendations on the SUN Movement M&E systems

SUN's M&E framework is insufficiently rigorous and too subjective; it is therefore not reliable as a guide to individual country progress over time, nor for comparing progress across different countries. It places too much emphasis on global indicators at the expense of country-specific indicators that could be more useful in ensuring country-level accountability.

The GNR should lead on monitoring progress in SUN countries (as a regular part of its global monitoring), particularly at the outcome and impact level. Monitoring and evaluation of output-level results is likely to need to stay within the SUN system, but the system must be made more robust. Specifically, SUN M&E should be built around country-specific and attuned objectives, rather than standardised global M&E frameworks, but with some global early phase monitoring to ensure that the structures to enable country M&E frameworks and systems are making progress.

... The SUN Movement should contract consultancy support to revise the M&E Framework in time for the beginning of the new strategy reference period (mid-2015), to include consultation with GNR.

Source: Mokoro (2015)

The synthesis of SUN Movement stakeholders responses to the ICE give the impression that there is not full agreement with the conclusions of the ICE.

there is no consensus on the efficacy of the Movement's monitoring and evaluation framework. Most appreciated the self-reporting of process and output indicators by country multi-stakeholder platforms; some thought it should be redesigned and made simpler; others argued for more time for the current M&E system to be practiced consistently (SMS 2015?)

This issue was also addressed by the ICE Quality Assurance Advisers in their statement on the ICE and the responses of SUN Movement stakeholders:

We have also noted the skepticism of some stakeholders with respect to SUN ICE conclusions and recommendations on monitoring and evaluation, and the apparent lack of consensus on how to proceed in this area. There clearly exist tensions and a need to strike a balance between national-level monitoring of nutrition indicators, project-level M&E requirements of donors and other development partners, and a desire to track global progress while facilitating comparisons among countries. Given how slowly nutrition indicators change over time, we find the evaluation's emphasis on monitoring output-level results and country-level policy and institutional outcomes to be appropriate. (Compton et al 2015).

The only additional observation of the SUN Movement MPTF Evaluation Team to this analysis is that the MPTF seems to have been used as a gap filler in the funding of this project, as with the two projects funded through Window I.

6 Factors determining performance

6.1 The implementing partners

NGOs have been playing a critical role as implementing partners (IPs) given that none of the CSAs were established as independent legal entities at the start of the funding periods.

Our field visit in Laos revealed a CSA that is well supported by some highly experienced Project Directors of INGOs and Non Profit Associations. Their support helped to build the capacity of the CSA staff and of the local CSO members of the network. There is a strong spirit of collaboration and efficiency.

Most IPs appear to be administering funds on behalf of CSAs in an accountable manner without seeking undue influence over CSA staff or how funds are used. However, the Evaluation Team observed that some IPs have struggled to make payments and provide reports on time. Some overstep their role as an administrator and overly influence the work of Secretariat staff and the use of funds. This issue is illustrated in Section 5.2.1 (CSA effectiveness) above. There are also instances where there have been tensions between INGOs that are IPs and national CSOs, often where the IP has been overstepping its administrative function.

Some of the delays in the transfer of funds and commencement of projects can be attributed to IPs being slow to finalise proposals and sign agreements with PUNOs. On occasions, the work of the IPs in this respect was delayed by the need for CSA executive bodies to reach agreement on the project design, governance and implementation arrangements.

The role played by PROCASUR in the Learning Routes project was strongly endorsed by participants, as was the support and guidance provided by the SMS. The Senegalese counterpart, CLM, showed strong commitment and capacity for organising the Learning Route in Senegal (PROCASUR 2014b). This helped to minimise costs. In Peru there was a very good working relationship between PROCASUR, the SMS and the Peruvian Ministry

responsible for hosting the event. This allowed efficient implementation despite institutional changes taking place in the Ministry.

The work of UNICEF in the budget analysis project, together with partners such as Oxford Policy Management (OPM) and the Institute of Development Studies (IDS), were highly appreciated by the SMS and participants. The work of MDF Training and Consulting was similarly praised in the M&E baseline project.

6.2 CSA executive bodies, secretariats and members

Critical to the success of CSAs are their executive bodies and secretariats, in playing leadership and facilitation roles for their member organisations. In general, executive bodies appear to be performing their roles well, setting strategic priorities for the CSA, overseeing the work of the secretariat and the use of funds. However, as raised above in the review of the functioning of CSAs, there is sometimes a lack of clarity regarding divisions of responsibility between executives, secretariats, host organisations (implementing partners) and members. Other concerns that arose include: the dominance of INGOs, inactivity of some executive members and inadequate consultations with members, especially on issues under discussion in national multi-stakeholder platforms.

One observation from meeting with CSAs and their members has been how impressive and committed the members of the CSAs are. There is an obvious logic in harnessing this energy together, to facilitate the members to know each other better and use the new knowledge and linkages towards nutrition. The members are clearly stronger together, motivated and have stronger belief in their ability to influence governments. In Kenya, the formation of different taskforces within the CSA proved to be critical in ensuring delivery of its mandate and optimal use of an array of expertise among members (Kenya, 2014).

There is widespread acknowledgment amongst CSOs in the SUN Movement that the participation and leadership of grassroots organizations in CSAs is inadequate. This is often due to the limited number of local CSOs working on nutrition specific interventions. Participation is stronger in the realms of food security and public health. In some circumstances, the limited participation of grassroots organizations is because they are critical of processes that they consider to be too open to corporate interests (Mokoro 2015).

CSOs consisting of people most at risk of malnutrition often have the greatest credibility and legitimacy to speak on nutrition issues but also tend to have limited opportunities and capacities to influence decision makers. Tensions often arise when NGOs speak on behalf of

“One of the biggest risks to the SUN Movement is the relationship between INGOs and southern CSOs.”

(Source: Informant in CSO alignment study, Leather 2015).

grassroots people and organizations and dominate participation in multi-stakeholder platforms or in CSAs. Consequently, some CSAs such as Nepal and Zambia have policies limiting the participation of INGOs in governing bodies but encourage their active participation, particularly in providing technical support to national organizations.

The absence of strong, credible local and national voices risks limiting the impact that CSOs have on policy making and monitoring at national level, as governments are often less inclined to listen to INGOs. Consequently, many CSAs are actively trying to enhance the capacities and participation of grassroots organisations through the type of sub-national activities described above.

There are different opinions within and between CSAs on the value of registering the CSA as a legal entity. Some CSAs, e.g. Zambia, Sri Lanka, Uganda, Malawi and Kenya have established or are establishing themselves as legal entities. Reasons given for this include: a desire to ensure that decisions are fully made by the governing body of the CSA; to make the administration of funds more efficient; a need to increase the legitimacy of the civil society voice; a need to fundraise and be a direct recipient of funds.

Other CSAs such as Lao PDR, El Salvador, Nepal, Mozambique, Ethiopia and Peru have chosen to maintain a 'loose network' where funds are administered and the Secretariat is hosted by a member organisation. In some CSAs this decision was motivated by a concern that there would be too much competition for membership of the governing body and increased bureaucracy

In El Salvador, the Alianza highlighted the costs of registering, and the possible conflict over "who the employee works for". CALMA employees were clearly very supportive of the Alianza Nutres, but had their wider tasks to carry out as part of CALMA. Indeed, the Alianza had not recruited extra staff but used CALMA staff. In Laos, given the sensitivities of registering local organisations, it was not decided to register a CSA, nor does there appear to be a plan to do so. The legal status does not appear to be a "crucial undertaking" – rather the CSA is able to harness and coordinate the energy of the members just as well as an informal alliance.

impeding a focus on the implementation of activities. A fear that the CSA will compete for scarce funds with members is also cited by some CSOs.

Where a CSA is registered, it becomes a long-term legal and financial responsibility, and time commitment of someone to ensure that filing requirements are met, accounts are submitted and fees paid regardless of funding available. It is understandable why a CSA would seek to minimize the future obligation of carrying out these tasks without any corresponding financial security.

6.3 Non-project stakeholders at country level

For CSAs to achieve their objectives, government representatives and other stakeholders need to be willing to engage with CSOs. An achievement of some MPTF funded CSAs has been to establish good working

In Guinea, Terre des Hommes in collaboration with UNICEF and the Food and Nutrition Division have strengthened the capacity of CSOs to evaluate and monitor the project (Guinea, 2015).

relations with government nutrition focal points, Ministers and other government officials and recognition of the legitimacy of CSAs as the means by which CSOs coordinate and organise themselves to participate in policy development, implementation and monitoring.

However, attitudes towards CSOs vary between countries. The progress of some CSAs has been significantly hindered by the unsupportive approaches of government representatives and sometimes UN staff. However, in most countries government and UN officials have been highly supportive of CSO engagement. In Myanmar, for example, the CSA reports that the government has been very encouraging and has publically recognized the SUN CSA's progress compared to other networks (Myanmar, 2014c).

Box 9 The case of El Salvador: relationships between government, civil society and the private sector in ensuring healthy diets

In El Salvador the relationships with Government appear to be excellent. It was CONASAN, the National Council for Food Security and Nutrition, which first had information of the availability of MPTF funds and advised CSOs to apply. The Government focal point is particularly motivated and in harmony with the CSO network. Still despite having a positive partner in Government, this has not resulted in the passing of pro-nutrition legislation which has waited on the statute books since 2013, blocked in Parliament due to “business interests” amongst Members of Parliament. It would appear that in trying to digest too much change in one proposed food security law in 2013, it has failed to pass the law at all.

CONASAN is both an Executive Government Agency for Food Sovereignty and Nutrition and part of the CSA. This overlap is seen as very helpful for collaboration but is contrary to the approach of most CSAs who want to ensure they have their own autonomous space to share information, lessons and positions.

There are other civil society alliances, notably the Mesa de Soberania Alimentaria (Food Sovereignty Group) which has its own focus on protecting small producers’ economic interests with which the CONASAN and Alliance Nutres also collaborate.

Local Government officials that we spoke to admire the work the CSOs were doing whilst being stymied by central Government in terms of legislation. There are however opportunities to work on Municipal “ordinances”, local laws which can be a force for nutrition, if central government legislation is not passed. The private sector appears to be part of the challenge in making legislative progress.

The Minister herself expressed her support for the collaboration with the CSA, and that they needed to continue to apply the counter-pressure to business agencies such as ANEP (Agencia Nacional de Empresas Privadas) and others.

Source: SUN Movement MPTF Evaluation case study in El Salvador

In Guatemala, pro-nutrition legislation and a similar structure exists including a INCOPAS Agency in Government, where all stakeholders are invited to participate. However, the SUN CSA does not feel that INCOPAS is effective enough on its own without advocacy from outside. The CSAs in Guatemala and El Salvador receive technical support and evidence based analysis from organisations such as ICEFI (Instituto Centroamericano de Estudios Fiscales). They are excellent collaboration

partners and complement the work in the field carried out by CSOs, for example on nutrition education, WASH, agricultural crops for nutrition.

6.4 PUNOs (country and global levels)

Initially the MC believed that the MPTF would be strengthened with the participation of more UN organizations: “the Chair of the Management Committee will encourage more UN Organizations to join the SUN Movement MPTF within the next three weeks” (1st MC meeting minutes, SMS July 2012). However, during the evaluation, the role of PUNOs has been the most questioned component of the SUN Movement MPTF architecture.

The responsibilities of PUNOs are described in the MoUs signed with UNDP, the overall Terms of Reference of the SUN Movement MPTF, the Management Committee Terms of Reference and Rules of Procedure and the Supplementary Guidance Note. They can be summarised under two main headings:-

- Receive and transfer funds to Implementing Partners (provide guidance on proposals, sign funding agreements, process timely disbursements and project revisions)
- Ensure full programmatic and financial accountability (verify narrative and financial reports by IPs, ensure timely submission to MC, investigate misused funds and implementation challenges)

The Evaluation Team assessed the activities and performance of the PUNOs in relation to these planned roles. By their own admission, PUNOs did not perform these functions to the standard that they and others would have liked. The work was described by one PUNO representative as “a very painful process”. As described elsewhere in this report, in many instances, the processing of disbursements and budget revisions was very slow and the extent and quality of programme and financial monitoring was limited.

Many informants placed significant responsibility for delays in fund transfers and the processing of requests for budget revisions and no cost extensions with PUNOs. One interviewee closely involved in the overall administration described the delays in transfers and budget revisions of up to 6 months as “outrageous” and having “created a huge reputational issue for the Fund”.

The reasons given by PUNOs for slow processes were:

- They did not have the necessary internal procedures already in place to facilitate rapid disbursement of funds. Establishing systems and procedures between head offices and country offices took time and resources following the establishment of the SUN Movement MPTF.
- The 7% administration fee was inadequate to cover costs. In any case, the teams that were undertaking the

In El Salvador, the PUNO made the processing of budget lines far more complicated than it needed to be. The CSA needed to apply for 27 cheques. The El Salvador example may have been exceptional - annualised budgets, paid in advance and liquidated against activity deliverables and receipts at the end of each year were the norm. (Source: SUN Movement MPTF evaluation case study)

work were not the recipients of the money.

- Hence, without additional resources, staff were side-tracked from other activities. PUNOs devoted significant amounts of their own resources.

It was also highlighted that the Management Committee did not establish timeframes for the transfer of funds and other administrative tasks. This is widely seen as a major weakness in the SUN Movement MPTF procedures.

In addition to being a conduit for funds, the primary function of the PUNOs is one of financial and programme quality assurance, including verifying the reports of CSAs/IPs. PUNO staff explained that there were limits to the extent to which they could oversee project implementation and the use of funds without encroaching on the autonomy of CSAs. On the other hand, donors do not consider that verifying reports constitutes interference in the affairs of CSAs. We did not see any cases where PUNO feedback on IP / CSA reports has been documented.

Informants recognised the constraints and circumstances experienced by PUNOs. However it was argued that PUNOs accepted the responsibilities and they could and should have done more to ensure that they were performed fully and efficiently. The Supplementary Guidelines were developed by the Management Committee to provide greater clarity on the role of PUNOs but some expressed the view that their responsibilities were already sufficiently clear in the MoU with UNDP and the SUN Movement MPTF Terms of Reference. Despite encouragement and pressure from the Management Committee, the standard roles of PUNOs in UN MPTFs were not followed by the UN agencies in many cases.

Even though it is not an explicit role of PUNOs in any of the governing documents of the Fund, the national staff of some PUNOs (e.g. UNICEF, Kyrgyzstan; WFP, Zimbabwe) were praised for providing strong technical support to CSOs in the establishment of CSAs and the implementation of activities. It was argued that this should not necessarily be considered an added value of MPTF funds passing through the UN organisation. One would expect UN organisations to provide such support anyway as part of their mandate. Indeed, in Lao PDR, for example, the PUNO is UNOPS, but it is UNICEF which has provided extensive technical support to the CSA. In Guatemala, the PUNO had recommendations on the types of indicators to be chosen but did not feel that its suggestions were being implemented.

6.5 REACH

REACH is present in 10 out of the 24 countries in which the MPTF has supported CSAs (see Inception Report, Leather & Norvell 2015, Annex H). In Bangladesh, there was tension between the REACH national facilitator and WFP, the UN organisation which hosts REACH at global and country levels. Some WFP Country Offices expected REACH facilitators to be the person responsible for the oversight of the MPTF grants and projects. In fact, REACH did not have a signatory role for grant management and did not

consider this to be part of their role. They were happy to provide technical support to CSAs but not to be responsible for grant administration given that they were hosted by WFP and not part of WFP's country programme. This confusion appears to have contributed to delays in the transfer of funds in some cases, although WFP's delivery rate is second behind UNOPS. Technical support provided to CSAs by REACH facilitators has generally been appreciated by recipients, whilst recognising that this role is independent of any responsibility in relation to the MPTF.

6.6 MPTF Office

The evaluation team has heard nothing but praise for the work of the MPTF Office in its role as the Administrative Agent for the SUN Movement MPTF. It established the SUN Movement MPTF quickly in order to receive the funds which needed to be urgently disbursed by donors, it has undertaken its work for a small administrative fee (1%), contributed constructively to strategic discussions in the MC and ensured that funds were disbursed rapidly to PUNOs and financially reported. The Administrative Agent functions have been performed consistently with the timelines defined for UN Trust Funds – all the transfers were done with 3-5 business days from MC decision as is evidenced by the dated and audited transactions of its functions. The MPTF Office provides real time data on the SUN Movement MPTF on its Gateway website⁶. However, some reports were found to be missing for some of the funded projects.

6.7 SUN Movement Secretariat

During the course of the ICE:

the SMS was praised for playing an efficient and effective role in supporting the establishment of the MPTF, including helping to develop allocation criteria, issuing calls for proposals, reviewing them, making recommendations to the MC, facilitating MC meetings and drafting annual and other reports. One MC interviewee said that the excellent Secretariat support enabled the MC to “spend more time discussing desired strategic impacts of the Fund” (Mokoro, 2015, Annex K, ¶43).

The findings of the current SUN Movement MPTF evaluation support this conclusion. The SMS did not charge an administration fee for its technical support to the MC. However, good work of the SMS came with an opportunity cost. At peak times during the MPTF process (e.g. reviews of applications, reporting), SMS staff were side-tracked from other essential business and sometimes became over stretched, having to work over time to fulfil their responsibilities. However, SMS staff feel that they have never been able to play to the full their role in checking the compliance of reports with requirements. The Evaluation Team was left with a strong impression that if the SMS were to continue to play such a role in the future, it could not and should not do so without additional capacity.

⁶ <http://mptf.undp.org/factsheet/fund/SUN00>

6.8 The Management Committee

The Management Committee is considered to have made efficient funding allocation decisions under the strong leadership of the SUN Movement Coordinator. The main question arising from interviews by the Evaluation Team was why more efforts were not made to mobilise additional funds to provide funds to a wider range of stakeholders as was originally envisaged in the design of the Fund. Whilst appreciating the important contribution that the Fund has made to the mobilisation of civil society, some informants believe that there has been a missed opportunity to provide the SUN Movement with a strategic instrument to help catalyse and enhance multi-stakeholder policies and plans.

6.9 The SUN Donor Network

Following funding from DFID in 2011 to enable CSOs to develop 11 proposals, the SUN Donor Network (DN) provided feedback on the draft proposals in April 2012. The DN was a useful means for discussion on funding for CSAs not funded through the MPTF. Beyond this initial support, the DN does not appear to have played a major role in relation to the MPTF. The primary message from most donors is that attempts to access funds should be made, in the first instance, at country levels. However, the extent to which individual donors or the SUN DN, have clear plans for increasing the availability of small grant funding for SUN stakeholders at this level, is not clear. It is also unclear to what extent donor networks at country level are informing the global DN about small scale funding needs to catalyse and support SUN processes. The CSA in Tanzania PANITA mentioned that a local funding approach is too ambitious – funds are allocated earlier at global level, while many CSAs have little experience in liaising with donors. (Tanzania itself however successfully accessed funding mainly through IrishAid and did not need MPTF funding.)

Country level donor networks and conveners are considered to have a key role in mobilizing resources and promoting the alignment of stakeholders. However, in many SUN countries, there is still no donor convener. In others, there is not a regular exchange of information between CSAs and donor conveners. There are often contacts with individual CSOs but not representatives of CSAs. Responsibility for this is shared between donor and civil society representatives.

6.10 The SUN Lead Group

The MPTF 2012 Terms of Reference state that the SUN Movement Lead Group will “set the strategic direction and capitalization of the MPTF”(p7). The Minutes of the 1st MC meeting report that the MC should have additional linkages with the Lead Group: It was agreed that the SUN Movement Lead Group Chair or his representative would be invited to participate in the MC meetings.

However, there appears to have been little discussion of the MPTF by the Lead Group and little awareness of what it has done amongst its members. Some informants have

expressed concern that the work of the MPTF has been detached from broader strategic discussions within the SUN Movement. Others felt that this has not been an issue given the close involvement of the SUN Movement Coordinator and members of the SMS.

7 Overall design, governance and administrative arrangements

7.1 The choice of the UN MPTF Office as the administrative agent

There is little doubt amongst interviewees that the decision to channel donor funds through the MPTF Office was the right one at the time. Donors had pledged money before a mechanism was identified. Swiss and UK funds needed to be received quickly before the end of their financial years; otherwise their funds would be lost. The former SUN Coordinator had good connections with the MPTF Office which moved quickly to establish the SUN Movement MPTF.

7.2 Design and Guiding documents of the SUN Movement MPTF

The intended objectives, ways of working and divisions of responsibility of the MPTF are laid out in the documents listed in the Box below.

Box 10 The guiding documents of the SUN Movement MPTF

<i>February 2012</i>	SUN Movement MPTF Terms of Reference Standard Administrative Arrangement between Donor and MPTF Office Memorandum of Understanding between Participating UN Organizations and the United Nations Development Programme
<i>August 2012:</i>	SUN Movement MPTF Management Committee Terms of Reference and Rules of Procedure (revised May 2013) Window II Theory of Change SUN Movement MPTF Logframe 2012-2015
<i>November 2014</i>	Supplementary Guidance Note

Some stakeholders expressed the opinion that the MPTF's ToR, Management Committee TOR and Rules of Procedure should have provided greater clarity on the roles and responsibilities of each actor involved, particularly in relation to fund transfer timelines and processes, monitoring and reporting.

The Supplementary Guidelines were developed to provide greater clarity on the roles and responsibilities of PUNOs, as well as the global CSN. Stakeholders appreciated the flexibility of the MC and the MPTF procedures to adapt to needs (e.g. 15% flexibility across budget lines – which was not originally in the procedures but was agreed by the MC in December 2014). However, some informants feel that there was a need for

greater clarity on timeframes for fund transfers, budget revisions and other processes as well as better guidance on reporting requirements. It was suggested that the Fund has lacked Standard Operating Procedures setting clear benchmarks for the performance of PUNOs and other stakeholders.

7.3 Resource mobilisation and availability

The first MC meeting minutes reveal that there was intention to raise additional funds, including from private donors and foundations. The minutes of the 5th meeting of the MC, held on 27th November 2013 state:

By the 6th meeting of the SUN Movement MPTF MC in early 2014, funds in all windows will be exhausted. The Chair and MPTF Office will accelerate efforts on resource mobilization, keeping the SUN Movement MPTF MC continuously engaged. The work done by the global Civil Society Network should help feed into such a strategy (SMS 2014)

During the 6th meeting state:

The Chair suggested that a discussion of further replenishment of the SUN Movement MPTF takes place in early 2015 once the outcomes of the (Independent Comprehensive) Evaluation of the SUN Movement are clear.... The Management Committee agreed to make a careful effort to consider the future focus and replenishment of the SUN Movement MPTF within the broader context of evaluation of SUN Movement. (SMS 2014).

However, according to the MC meeting minutes there was no further discussion regarding resource mobilisation. It appears that informally MC members decided to wait for the outcomes of the MPTF evaluation and the development of the 2016-2020 SUN Movement strategy and road map.

7.4 Funding windows and allocations

Almost 90% of the disbursed funds were allocated through Window II to support civil society participation in SUN processes. Window I areas of change, outcomes and outputs as described in the MPTF Logframe suggest that the primary intended recipient of this window is national governments. The outputs suggest activities such as the mapping of current needs and capacities, the establishment of multi-stakeholder platforms, developing costed plans and strengthening national implementation and monitoring capacities. However, only 10% of disbursed funds were allocated to such activities (Learning Routes and Budget Tracking). The MPTF ToR states that activities that could be supported through Window III include resource mobilisation and transfer strategies, communications, validation of progress indicators and an independent evaluation of the Movement. Less than 1% of disbursed funds were allocated through Window III. The SUN ICE was financed separately by the Gates Foundation.

As noted earlier, there is general satisfaction with the way the funds have been allocated. However, FAO did express the view that, taking into account the transaction costs of administering a large number of small grants, funds might have been / could be “better used for capacity development, perhaps through a train the trainers’ approach

that reached government as well as non-state actors engaged in providing a variety of services related to nutrition policy and programming.”

Whilst the majority of SUN stakeholders, might not agree that this would have been a better use of funds, many suggested that there could be a more strategic, demand driven approach to identifying needs across the range of SUN stakeholders at national level. There might have been more discussion within SUN multi-stakeholder platforms regarding the priority needs for small grant funding to support the achievement of SUN Strategic Objectives.

7.5 Calls for proposals

At the SUN Global Gathering in Milan in October 2015 and then again in El Salvador it was evident from evaluation interviews that some governments and CSOs were not aware of the availability of MPTF grants. Informants felt that the time period available for grant applications in response to the October 2013 call for proposals was very short, less than one month. They argued that allowing for more time available to consult among members and to plan a proposal carefully would have improved the quality of proposals.

7.6 Process for selecting projects to be funded

The SMS and CSN secretariats found the application review process very time consuming and found it difficult to allocate the required capacities given all the other demands on their time. Some interviewees expressed the view that funding conditions could have been used to promote improved project quality, e.g. clear plans for documenting impact and achievements; evidence of longer term fundraising and sustainability strategy being developed and implemented; requiring cross-learning learning exchanges, including attendance annual SUN GG each year and attendance to one to two regional events per year; evidence of relationship building with key stakeholders.

7.7 Fund transfer mechanism

During the 7th meeting of the MC on 7th July 2014, the Chair noted that:

...at the initial set up of the SUN Movement MPTF, it is likely that the Management Committee underestimated the complexities of putting in place the systems required for quick and smooth transfers that comply with the internal rules and procedures of each PUNO. It was originally hoped this could happen within 2 weeks but in fact takes closer to 6 months. (ref)

The MPTF Office reported to the Evaluation Team that the lengthy process of fund transfers from UN Agencies to NGOs is not a characteristic of UN Agencies working in SUN Movement MPTF only. The UN Common Humanitarian Funds (CHFs) have faced similar challenges – it used to take up to 50 days to transfer funding to NGOs in humanitarian contexts. The CHF Advisory Group recommended that PUNOs should set benchmarks, e.g. 4 weeks between funding allocation decision and receipt of funds by

implementing partners. The CHF's are working on a new fund transfer timeline of 10 working days between Managing Agent (not Admin Agent) of the Fund (UNDP) and NGOs.

7.8 Information flow and communications

Interviewees from both the CSN and PUNOs agreed that communication between them has not been as good as it should have been. CSAs, through IPs, have a contractual obligation to report on progress to PUNOs and in turn the PUNOs report to the MPTF Office and MC. The CSN also has a role to play in following the progress of CSAs, identifying supports needs and providing technical support. However, PUNOs have not routinely copied the CSN Secretariat into communications. This has made it difficult for the CSN to play its role as well as it might. There were no clear parameters established regarding communication between the CSN and PUNOs. As mentioned above, PUNO feedback on IP reports has also been largely undocumented. The level of absorption of the budget is also difficult to establish from the reports. Gateway data on expenditure appears in reality to represent the funding transferred from MPTF to the PUNO, and not expenditure by the CSA which might well be less.

7.9 Monitoring and reporting

The MC regularly reviewed grant disbursements and challenges in fund disbursements. Progress in implementation was reviewed in Annual Progress Reports (MPTF MC 2012, 2013 and 2014) based on reviews of individual project progress reports.

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

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

the Log Frame with cross references to actual outputs, then all stakeholders would have a much better understanding of the issues facing the CSAs in each country.

8 Future funding needs and options.

In this section we present our findings in relation to the following questions:

- What elements in the SUN Movement Strategy 2016-2020 might need support from a catalytic, last resort fund? What are the opportunities and constraints facing these elements in accessing funds from other sources? (8.1)
- What are the options for meeting these funding needs from global level? (8.2)
- What are the options for pooled funding mechanisms? (8.3)

8.1 Future funding needs, opportunities and challenges

As requested in the evaluation ToR, the Evaluation Team identified “the areas requiring financial support to contribute to the objectives of the SUN Movement (2016-2020)” and considered “future needs for a catalytic last resort fund to support national multi-stakeholder platforms during the next phase of the SUN Movement”. Our review of the strategy highlighted the broad funding needs listed in the Box below. Having identified these needs we then consulted with key informants to solicit their views on which activities might be best financed from the global level from a global pooled fund.

Box 11 Broad funding needs in the SUN Movement

National level

- Nutrition specific and sensitive programmes
- National networks (donor, UN, civil society and business)
- Strengthening national capabilities (including strengthening multi-sectoral and multi-stakeholder coordination platforms; developing costed plans, common results and monitoring frameworks; building decentralized implementation capacity; advocacy and mobilization etc)

Global level

- SUN Movement Secretariat (including costs associated with Lead Group, Executive Committee, Global Gathering etc.)
- Global SUN Networks (country, donor, UN, civil society and business)
- Communities of Practice supporting countries strengthen their capabilities

Funding for programme implementation and running costs of national government structures clearly fall outside the scope of a pooled fund as donors have made it clear that “there is little appetite in major donor agencies for any new Global Fund” (Results UK 2014:11). The funding needs of the UN Network for SUN and the SUN Donor Network at global and national levels were also not reviewed because it is widely considered that they should be self-financed. The SMS believes that there would not be

any added value in its funding being channelled through a multi-partner trust fund. “The current system of donors providing funds through a UN agency is working well (Source: Head of SMS).

Therefore, the Team focused our analysis on the following types of activities and costs in the SUN Movement as potential recipients from a global pooled fund:

- National CSAs and the global CSN
- National SUN Business Networks (SBN) and the global SBN
- Strengthening national capabilities

Resource requirements of the SUN Networks and the SMS are being estimated as part of the Roadmap development process. The first version, available by March 2016, will provide detailed provisions for 2016-2017 and broad intentions for 2018-2020. It will be revised in early 2017. This evaluation therefore can help inform the on-going Roadmap process.

8.1.1 Civil Society Alliances and the global Civil Society Network

In consultation with CSAs and the global CSN Secretariat, the Evaluation Team estimated the funding needs of CSAs and the CSN for 2016 – 2020, the proportion of funds which CSN members hope can be accessed at country and regional levels and the estimate of the funds that will need to be accessed from global level (see Table 3). The table does not include an estimate of civil society needs for nutrition specific and sensitive programmes that need to be considered separately.

Table 2 Total funding requirements for CSAs, 2016-2020

	established CSAs	new CSAs by 2016	new CSAs by 2018	Total funding needs 2016 - 2020
# CSAs	34	10	12	
Core costs / year	75,000 ⁷	50,000	50,000	
Activity costs/ year	150,000	100,000	100,000	
Total budget / year	225,000	150,000	150,000	
# years	5	4.5	3	
Total 2016-2020	38,250,000	6,750,000	5,400,000	50,400,000
Ave % of funds from MPTF no cost extension (18 CSAs, 2016 only)	5%			

⁷ Core costs are higher for established CSAs than new CSAs because facilitation and coordination (Secretariat) costs tend to grow with increased workload particularly associated with larger membership and decentralisation to sub-national levels.

Ave % of funds to be accessed at regional country levels	40%	30%	20%	
Amount to be accessed from other sources	17,212,500	2,025,000	1,080,000	20,317,500
Amount required from global level	21,037,500	4,725,000	4,320,000	30,082,500

The global CSN reported that funds are needed from global level not only to catalyse new CSAs but also to support the running costs of established CSAs. CSAs are making a strong commitment to access on average 40% of their resource requirements at regional and country levels and through contributions of members. However, it is estimated that there will be a need for approximately US\$ 6 million per year to be made available from global level.

The global CSN estimates a funding requirement for the CSN Secretariat (not including activities) of approximately US\$ 1.3 million per year. This includes 6 full time staff (coordinator, country support, learning routes, communications, monitoring, learning and evaluation and administration). It does not include proposed regional level coordinators for which funding may not pass through the global CSN. Other significant costs include: interpretation and translation, website development, secretariat travel, technical support consultancies and funds to support CSA representatives to participate in the SUN Global Gathering and other global meetings. Save the Children as host NGO for the Secretariat have a target Indirect Cost Recovery Rate of 15%.

In considering funding needs the global CSN, the Evaluation Team identified the following key questions: to what extent should activities be carried out by CSN members rather than secretariat staff and to what extent should funding for activities be accessed directly by members as opposed to passing through the CSN? If the emphasis is on activities primarily being undertaken by members aligned with a common strategy and funds being accessed directly by them then it is possible that the funding needs of the global CSN are lower. However, this would not represent a major saving to donors. Even if some CSN members increase their in-kind and financial commitments the activities outlined in the CSN strategy and budget would still require donor funding.

The Evaluation Team undertook an analysis of other sources of funding for MPTF and non-MPTF funded CSAs in order to assess the likelihood of CSAs being able to access funds at regional and country levels (see Annex 10). Potential funding sources for CSAs include:

- Member contributions and grants
- Bilateral funding from government donors and philanthropic institutions (including integrating CSA core costs into programme funding applications)

- Budget support
- National pooled funds
- Consultancies

There is a prevalent opinion that some International NGOs with significant amounts of unrestricted funding could be making larger financial contributions to support at least some of the core costs of CSAs and the global CSN. This would probably involve the re-allocation of existing resources, requiring senior management decision-making, but this would represent stronger organisational commitment and alignment to scaling up nutrition. There is also a strong recognition amongst better-resourced INGOs that they need to be making increased financial contributions to the running costs of CSAs and the global CSN.

Our investigations reveal that CSAs are making concerted efforts, with the support of the CSN, to access funds from various sources as illustrated by the establishment of a CSN Strategy and Sustainability Task Force (SSTF). However, most donor representatives spoken to admit that it is unlikely that many CSAs will be able to raise all the funds they require over the next five years at country or regional levels.

8.1.2 National SUN Business Networks and the global SUN Business Network

In early 2015, the SUN Business Network (SBN) drafted a proposal for funding with the objective of fostering support to SUN countries to address gaps in country plans on the role of business. The SBN decided not to move forward with the proposal, partly because of the onerous requirements on recipients.

At a national level, the priority funding need is for a national coordinator with a small activity budget (average total per country = US\$ 150,000 per year). The development of a national fundraising strategy is part of the Terms of Reference of the coordinators.

Current funding for the SBN global secretariat ends in December 2016. The Secretariat intends to hold conversations with the SUN Donor Network and with individual donors regarding further funding. The global SBN coordinator foresees a need to increase the size of the global secretariat, as the number of countries with SBNs grows. For every ten countries there would be a need for a focal point at global or regional level to provide support.

The SBN global secretariat believes that it should be possible to find bilateral funding for SBNs in a few priority countries. No estimates were provided to the Evaluation Team of the average proportion of required funds that the SBN aims to mobilize from members at global and national levels. There was a strong view amongst interviewees, including donors, that the global SBN and national SBNs should be self-financing. However, others argued that it is difficult, at least initially, to persuade SBN members (or potential members) to contribute to the cost of SBNs because they do not fully see the added value. The global SBN Secretariat believes that funding will be

needed from global level to support national SBNs as well as the global SBN over the next five years.

The role of businesses in relation to nutrition and their participation in national multi-stakeholder platforms and SUN processes is an issue of major controversy. One issue that seems to have widespread support is that there is a need to place considerable emphasis on engaging local, small and medium scale businesses in national policy-making and implementation, as well as regional and international discussions.

It was proposed that catalytic funds should be made available to a small number of national business networks, with the purpose of supporting national/local, small and medium enterprises to participate in national multi-stakeholder platforms. The establishment of a small number of effective SBNs, with strong participation and leadership by local businesses, could then be used as examples for the mobilization of longer-term funds from within the business networks and bilateral donors, if required.

8.1.3 Strengthening national level capabilities

The SUN Movement Strategy 2016-2020 highlights four areas where there is a need to enhance national capabilities in order for the Strategic Objectives to be achieved (Box 12).

Box 12 Areas where there is a need to strengthen national capabilities

- 1) Policy development, planning, implementation and monitoring: the Policy-Management Cycle;
- 2) Advocacy and mobilization that encourages decision-makers to make commitments for improved nutrition, to act on them and to ensure they are realized;
- 3) Coordination of relevant action across sectors, among stakeholders and between levels of government; and
- 4) Ensuring that the Movement offers maximum value to those who engage within it.

Source: SUN Movement Strategy 2016-2020 (p19)

The Evaluation Team discussed options for mobilising resources to address these needs with national government representatives, donors and other key stakeholders. During the discussions, informants particularly emphasised the need to enhance the functioning of national multi-stakeholder platforms. In many countries they are considered not to be functioning as well as intended, often due to the limited capacities of national coordinating teams or secretariats. This is sometimes a function of authority (i.e. where responsibility for government multi-sectoral coordination lies) but also a matter of organisational capacity and resource availability.

There was wide agreement that the primary responsibility for addressing strengthening national capabilities and covering associated costs rests with national governments. Some of the costs could be channelled through the SUN global networks in terms of technical assistance from global level. This requires global networks to identify the contributions they are going to make to the SUN Movement strategy, develop budgets and mobilise resources accordingly. Other sources of technical support include Technical Assistance for Nutrition (TAN) supported by DFID⁸ and SPRING financed by USAID⁹. However, informants suggested that there might be a need to make some catalytic, last resort funding available from a global pooled fund.

8.2 Alternative options for meeting funding needs from global level

There is a strong demand for last resort funding from global level to support some elements within the SUN Movement strategy. However, this does not necessarily mean that a global pooled fund is the best way of channelling these funds. Before assessing the advantages and disadvantages of a pooled fund we explored options for donors to provide funding directly to, and through, existing SUN structures.

8.2.1 Direct financing of global civil society and business networks by donors

Donors could provide funds directly to the host organisation of global civil society and business networks (recognising that neither are currently legal entities), as is the preferred option of the SMS. It may be possible for the Networks to sign Letters of Intent with donors for multi-year funding.

Advantages: likely to reduce administration costs below 8% compared with current MPTF, (i.e. 1% by MPTF Office and 7% by PUNOs).

Disadvantages: if there is more than one donor, steering groups and secretariats may have to spend a lot of time mobilising resources and reporting, taking time away from their core business of technical support to national networks and engaging in SUN global processes.

8.2.2 Financing of SUN national CSAs and Business Networks through their global networks

In this option, decisions on the allocation of funds to national networks would be made by the Steering Committees of the global networks. There is a precedent for this in the Global Partnership for Education in which the Global Campaign for Education (an autonomous civil society network) administers the Civil Society Education Fund (CSEF) – see Box 13.

⁸ formerly known as MQSUN. See <https://devtracker.dfid.gov.uk/projects/GB-1-204954>

⁹ <https://www.spring-nutrition.org/about-us>

Box 13 An example of a global pooled fund to support national civil society alliances managed by a global civil society network

The Civil Society Education Fund (CSEF) is funded by the Global Partnership for Education to support civil society engagement in education sector policy, planning, budgeting and monitoring. Managed by the Global Campaign for Education, in close collaboration with regional NGO partners, the CSEF supports national civil society education coalitions focused on education in developing countries. The CSEF program aims to build stronger and more effective civil society engagement in education sector processes, and through this ensure improved progress towards education goals. The CSEF gives grants to national civil society coalitions to support their advocacy activities, build their capacity to strengthen planning, implementation and impact, and promote cross-country learning and networking. The CSEF program is currently funded by a \$29 million allocation from the GPE Fund for 2016-2018, which will support 62 national coalitions or networks around the world. For the period 2013-2014, the CSEF received \$14.5 million, supervised by UNESCO.

Source: GPE website: <http://www.globalpartnership.org/civil-society-education-fund>

Advantages: Decisions on the allocation of funds would be made by CSOs and businesses themselves for their respective networks, minimising risks of political interference. Global networks should have the best knowledge of national level funding needs and be well positioned to ensure equitable allocation of funds.

Disadvantages: Whereas the GCE is an established legal entity, the SUN CSN and BN are not. It is unlikely, that one INGO or company would be willing to administer a fund for national networks, with a value of over US\$6 million per year in the case of CSAs. There could be tensions between the steering group and national networks. The national steering groups and secretariats would need to spend significant time on the management and administration of funds, taking time away from core business.

8.2.3 Catalytic funding to strengthen national government capabilities

The primary recipient of funds for this purpose would be national governments, especially the national nutrition focal points. As noted, only catalytic funds would be provided as it is assumed that governments, perhaps supported by in-country finance, would take on longer-term responsibility.

A similar approach could be adopted for channelling funds as with the civil society and businesses networks, i.e. donors provide funds through a UN agency with allocations being decided by the SUN Movement Executive Committee or a sub-committee established for the purpose. The advantages and disadvantages are similar to financing national networks through global Networks.

8.2.4 A global pooled fund

Informants perceived a pooled fund to have the following advantages and disadvantages in comparison with other funding mechanisms:

Advantages:

- Increased coordination and alignment between donors. Donors are able to pool risks.
- Economies of scale and reduced administration costs (compared with funds being channelled through different routes, each with their own administration capacities)
- Minimises the time which recipients have to spend on mobilising funds, signing agreements with, and reporting to, multiple donors.
- Ideally funds are unearmarked. However, there is still potential for donors to earmark funds if necessary or for allocations to be attributed to specific donors.
- Harmonised reporting requirement to different donors

Disadvantages:

- Increased layer of bureaucracy and hence, administration costs.
- Loss of visibility of impacts of specific donors.
- Fears that funding would be inadequate
- Management Committee is more distant from funded activities than global networks and therefore less well positioned to assess funding needs.

8.3 Options for pooled funding mechanisms

According to most informants, a continuation of the current MPTF without reforms is not an option. If the SUN Movement were to continue working through the MPTF Office, there would need to be significant reforms. At least one potential donor told the Evaluation Team that they would consider putting money into a SUN Movement pooled fund but not with the current arrangements.

Therefore, the Evaluation Team assessed the advantages and disadvantages of the following options for the hosting of a SUN Movement pooled fund:

- Current MPTF with reforms
- Hosted by another UN agency
- Hosted by an entity outside the UN system

8.3.1 Current MPTF with reforms

In this option, the MPTF Office would continue to play the role of Administrative Agent, receiving funds from donors, ensuring their disbursement and accounting for their use, in line with decisions made by the Management Committee. The SUN Movement Secretariat would continue to play the role of technical secretariat for the Fund.

There would be significant reforms to address the weaknesses in the current system and ensure the more efficient and effective use of funds. Reform options that were proposed during the evaluation are presented in Box 14.

Box 14 Options for reforming the current SUN Movement MPTF

Improve resource mobilisation: The Management Committee is proactive in encouraging additional donors and ensuring adequate capitalisation of fund. Donors provide un-earmarked funds.

Broaden participation in the Management Committee: This could help to ensure that the full range of SUN stakeholders are involved in setting priorities, have the opportunity to apply for funds and can play a role in mutual accountability.

Develop Standard Operating Procedures: The Management Committee sets timeframes for finalising funding agreements, transferring funds, processing revisions etc. An online, publically accessible mechanism could be established where the timelines for every process are logged to promote peer pressure and transparency.

Only one UN agency performs the PUNO roles: i.e. channelling funds and monitoring implementation. There is little enthusiasm amongst PUNOs for continuing to play this role, particularly being a conduit for funds. It is seen as a distraction from core business, with the administration fee not covering the costs of the work.

MPTF Office signs agreements directly with implementing partners: The MPTF Office currently administers MPTFs that provide funds directly to governments and some non-UN institutions, e.g the Central African Forest Initiative. The MPTF Office is exploring possibilities of providing grants directly to CSOs, including carrying out legal work to identify safeguards. Conclusions are expected in June 2016. However, there are concerns about high levels of the misuse of funds that have been encountered in other MPTFs.

The SUN Movement Secretariat has additional resources: The resources would be adequate to ensure that the SMS has the capacity to perform the MPTF technical secretariat role without transaction costs.

Improve monitoring and reporting requirements: There is a need for fewer and shorter reports with more concise reporting of progress against planned objectives, activities and budgets. Use of MPTF funds needs to be reported in context of wider activities and budgets.

Promote improved project design: Provide guidelines for applicants on SMART project objectives and plans; assess the governance arrangements of projects to ensure that they promote broad participation; make future funding conditional on longer term fundraising being a specific objective with associated strategy.

Many of these reforms are applicable whoever is performing the role of Administrative Agent and could apply to the options below. The key question is whether there is a need for funds to pass through a UN agency or whether it would be feasible and desirable for the MPTF Office to provide them directly to Implementing Partners.

One PUNO

Interest in playing the PUNO role may depend upon the size and scope of the fund, e.g. the fund allocates more than US\$ 10 million per year to a wider range of SUN Movement stakeholders in a high proportion of SUN countries in order to achieve SUN Movement Strategic Objectives. There may be more interest if a larger amount of funds pass through one organisation and are used more strategically.

However, even though the Evaluation Team suggested that the size and scope of the Fund might be broadened, there was still little interest. UNICEF recognised that they would have a responsibility to continue if it was the only or best option. Only UNOPS expressed strong interest in continuing to perform the PUNO role stating that they would have the capacity to do so in all SUN countries where funds were being provided. Some felt that the PUNO role might be best played by a UN agency that does not have a stake in nutrition policy and programming, identifying UNOPS as a possible option.

It is interesting to note that in the MPTF Office's newest Trust Fund (Colombia Post Conflict Transition Fund), there will be one PUNO that will only charge 3% for performing the role.

MPTF Office pass funds directly to implementing partners

There was a strong preference amongst many informants, including from PUNOs, for this option. However the key question is how full programmatic and financial accountability would be ensured.

The MPTF Office believes that many government donors will not want accountability to rest with local CSOs or CSAs. Private foundations might be more flexible on this issue and accept a higher level of risk in relation to the small size of grants.

One option could be that funds continue to be administered by INGOs even if CSAs are registered as legal entities. However, careful attention would need to be paid to the CSA governance arrangements as highlighted elsewhere in this report.

8.3.2 Hosted by another UN agency

In this option, fund allocation decisions and oversight would still be undertaken by a Management Committee consisting of SUN stakeholders, but a different UN agency would play the role of Administrative Agent, disbursing funds directly to implementing partners. The SUN Movement Secretariat would continue to provide technical secretariat services. The SUN Movement Fund might be integrated into an existing, relevant fund hosted by a UN agency.

The Evaluation Team discussed this option with representatives from WHO, FAO, UNICEF, WFP, IFAD and UNOPS. Only UNOPS expressed interest. The other organisations all believed that hosting a new fund would be a potential distraction from

their primary purpose of supporting national governments to develop policies, scale up programmes or the direct provision of assistance. Some considered that it might be difficult to gain the agreement of their governing bodies given concerns of some Member States about the SUN Movement in relation to the involvement of the private sector and the limited membership.

FAO informed that there has been limited appetite amongst donors for providing resources for the Action for Nutrition Trust Fund¹⁰ that FAO announced during the Second International Conference for Nutrition (ICN2) in November 2014. FAO have not considered it to be cost effective to activate the governance mechanisms of the AFN in the absence of substantive pledges.

UNICEF advised that the newly established UNITLIFE¹¹ financing mechanism aims to support multi-million dollar nutrition programmes in SUN countries in Africa using funds raised through a micro-levy on extractive industries. It would be unlikely that there would be interest in administering a large number of small grants. However, a SUN Movement small grant fund which aims to strengthen the capabilities of SUN stakeholders and UNITLIFE could be complementary, e.g. by strengthening the capacities of CSOs to implement programmes funded through UNITLIFE.

In expressing interest in hosting any future SUN Movement fund, UNOPS highlighted their track record in hosting pooled funds following the needs of donors and other partners. It was suggested that huge operational efficiencies could be achieved by the hosting, fund management, oversight and operational support being provided by the same organization. A detailed outline of UNOPS's hosting, fund management/oversight and operational support services is presented in Annex 11.

8.3.3 Hosted by an entity outside the UN system

In this scenario, the Administrative Agent role would be performed by an independent entity that would transfer grants directly to Implementing Partners. Ultimately, fund allocation decisions and oversight would be the responsibility of the Board of the entity but would be based upon the advice of a steering group of SUN stakeholders.

The Power of Nutrition¹² was identified in the evaluation ToR as a possible means of channelling small grants. However, discussions with Power of Nutrition representatives suggested that there would not be interest given the small size of grants and the cost of administration. As with UNITLIFE, the Power of Nutrition is focussing on providing large scale financing to a small number of countries, whereas the SUN Movement MPTF

¹⁰ <http://www.fao.org/about/meetings/icn2/news/news-detail/en/c/266889/>

¹¹ http://www.unicef.org/media/media_85667.html

¹² <http://www.powerofnutrition.org>

is providing small grants to a large number of countries. This also appears to apply to the Global Financing Facility Trust Fund¹³ in support of Every Woman, Every Child.

During the evaluation, the New Venture Fund was identified as an entity specialising in the administration of donor funds. For example, The NVF is hosting the Gates Foundation funded Nutrition Advocacy Fund, which is providing grant support (ranging from US\$75,000 to US\$200,000) to nutrition-focused civil society organizations in high-burden countries to develop and implement advocacy plans to secure financial and/or policy commitments at the second Nutrition for Growth Summit in August 2016.

Discussions with NVF representatives indicated that there would be strong interest and capacity in being the Administrative Agent for a SUN Movement pooled fund. Given this interest the Evaluation Team explored in more depth how this option might work in practice – see Annex 12. As with other options signing agreements directly with Implementing Partners there would be a need to ensure appropriate levels of programme and financial accountability.

PART III: CONCLUSIONS AND RECOMMENDATIONS

9 Conclusions

9.1 The performance of the SUN Movement MPTF

The projects funded through the MPTF have made major contributions towards the Strategic Objectives of the SUN Movement. The allocation of 90% of the funds to civil society was appropriate given the valuable role CSOs can play in advocating for an enabling political environment; sharing evidence-based best practices from community level; scaling up their own aligned programmes and calling for and tracking increased resources.

MPTF funded CSAs and the global SUN Civil Society Network (CSN) have helped to raise awareness of the importance of addressing malnutrition and increase political commitments to scale up actions. Some have also contributed to multi-sectoral policies and plans and are increasingly promoting implementation at sub-national levels.

However, many CSAs have struggled to implement activities according to work plans. This is reflected in large underspends of MPTF funds and requests for no cost extensions. Delays have been caused, *inter alia*, by slow disbursements from Participating UN Organisations (PUNOs) to CSO Implementing Partners (due to slow processes within PUNOs as well within IPs /CSAs) and the challenges associated with establishing a functional CSA. The relevance and effectiveness of some CSAs was limited by inadequate dialogue and consultation with governments and other stakeholders

¹³ <http://globalfinancingfacility.org>

regarding priorities. In some cases, CSA activities appear to be driven more by global campaigning priorities of INGOs than an analysis of the local context.

CSAs are contributing to sustained commitments and actions to address malnutrition across political cycles by raising awareness amongst citizens and journalists, promoting nutrition champions amongst parliamentarians and advocating for commitments to be enshrined in national constitutions and legislation. Despite this, CSAs themselves find it difficult to attract the adequate and long-term resources that they need to sustain their activities and impact.

The global Civil Society Network has been highly successful in stimulating the establishment and strengthening of national CSAs, including through facilitating the sharing of learning between CSAs. The global CSN also ensures that there is a strong civil society voice engaging in processes within and outside of the SUN Movement at global level. Without the CSN, and in particular the dedicated work of the CSN Secretariat, the achievements of CSAs would have been fewer. The support provided by the CSN Secretariat is highly valued. For such a small team, their results have been highly impressive. Many informants believe that it requires increased capacity to continue to play its role effectively, although workload could be reduced through more prioritisation and CSN members taking on more responsibilities. The Evaluation Team believes that there is a need to revise the model of the global CSN. The current model, whereby the Secretariat takes on responsibility for a large proportion of activities is not sustainable. Recommendations for a revised model are included in Annex 13 together with other recommendations for enhancing the performance of CSAs and the global CSN.

During the ICE one donor informant stated:

work needs to be done in building up confidence in the alliances amongst donors at country level. Hopefully the MPTF will have helped do that and will therefore have been an important step on the journey, but not a long-term financing solution for civil society action at country level.

In our view, donors at national and country level should now have confidence that CSAs are able to have an impact on public awareness, political commitment, effective policies and monitoring. This should lead to increased funding being made available at country level.

The other three projects funded through the MPTF were also relevant to the Movements' Strategic Objectives and have had significant impacts. The Learning Routes were a highly appreciated tool for the sharing of experiences between countries. Lessons learnt from the pilot project are being taken forward through SUN Networks and Communities of Practice. The Budget Tracking workshops were a critical component of the COP 1 process aimed at enabling countries to track multi-sectoral budget allocations and expenditures, and ultimately to enhance planning, increase investments and ensure transparency and accountability. Many SUN stakeholders found

the M&E baseline work valuable, especially for tracking progress over time at country level.

A question that still needs to be considered is whether there were other activities at country, regional and global levels that could have benefited from small, catalytic grants but went unfunded. The SUN Movement MPTF Terms of Reference (MPTF 2012a) are clear that other stakeholders, in addition to civil society, are eligible to receive funds to support activities within the parameters of the SUN Movement's Strategy and Road Map. However, allocations to other stakeholders were limited to the 3 'non-civil society projects'.

It could be argued that there have been funding needs that have gone unmet. Certainly, new CSAs have been established which have not had the opportunity to access funds from the MPTF. The Management Committee made decisions not to re-capitalise the MPTF, first until after the completion of the ICE and then until after the completion of this current evaluation. In the meantime, momentum in the establishment of CSAs has been lost, with possible delayed multiplier effects in terms of strengthening of national multi-stakeholder processes, reviews and developments of policies etc. The Evaluation Team feels that there was sufficient evidence of the usefulness of civil society engagement at country and global levels, particularly following the completion of the ICE, as well as funding gaps provided by the CSN, for the Management Committee to try and mobilise additional resources to support new CSAs at least until the completion of the MPTF evaluation.

In terms of other needs for small, catalytic grants, it is true that there were few enquiries and proposals being submitted to the MC. However, if one concludes that there is a need for such grants to be provided to facilitate the implementation of activities within the new SUN Movement strategy over the next five years, then it is difficult to imagine those needs did not exist previously and opportunities were missed to enhance national capabilities and accelerate efforts to scale up nutrition. As FAO argued, there was and continues to be a need to increase investments in national and sub-national government and other stakeholder capabilities to deliver scaled up services and programmes aligned with national nutrition plans and frameworks. Small grants from the SUN Movement MPTF might have helped catalyse such activities although the funds for such capacity development programmes would have to be sourced elsewhere. The Management Committee might have done more to consult with multi-stakeholder platforms regarding capacity development needs and mobilise additional resources to help catalyse such programmes.

9.2 Factors determining performance

NGO Implementing Partners have played a valuable role given that none of the MPTF funded CSAs were legal entities at the start of the funding. Many have provided valuable technical support to CSAs and local CSOs. However, a small number have overstepped their role as fund administrators and sought undue influence over CSA Secretariat staff

and the use of funds, thereby encroaching on the role of CSA executive bodies. Clarity on the division of responsibilities between IPs, CSA Secretariats, executive bodies and members is critical to CSA success going forward. Supportive attitudes towards civil society participation amongst government and UN officials are prevalent in most countries.

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

The role and work of the MPTF Office, the SUN Movement MPTF Management Committee and the technical support provided by the SUN Movement Secretariat have been excellent. The financial support provided by DFID to enable CSOs to develop their original funding proposal was welcomed. The contribution of the SUN Donor Network (DN) to the MPTF has been questioned. Donors often place emphasis on SUN stakeholders accessing funds at country level but it is not clear to what extent the global DN is facilitating the increased availability of funds at this level.

9.3 Has the SUN Movement MPTF been catalytic?

In relation to the SUN Movement MPTF's own objectives¹⁴, as well as the SUN Movement's Strategic Objectives, the MPTF has been effective in helping to catalyse and enhance engagement in national nutrition processes, not only of CSOs, but also other stakeholders. This has been primarily achieved through the actions of CSOs at country level supported by the MPTF and other sources funds. Interviews conducted with government, UN and donor representatives suggested that the financing of CSAs can have significant multiplier effects both within civil society and beyond. The SUN Movement MPTF can be considered to have "catalysed the catalysts." Many of the achievements of the SUN Movement reported in the ICE would not have happened without civil society involvement.

The ICE of the SUN Movement found that:-

... Civil Society Alliances would not have grown without funding through the MPTF. In-country funding for CSAs from NGOs, national governments and donors is not available or is inadequate in most SUN countries (Mokoro, 2015 Annex K, p37).

¹⁴ See the SUN MPTF Terms of Reference (MPTF 2012a) and the MPTF Logframe (MPTF 2012, revised in 2014)

This finding is supported by the current evaluation. By implication, this also means that some of the increases in political commitment and strengthening of national policies identified during the ICE would also not have taken place without MPTF funding of CSAs.

9.4 Has the SUN Movement MPTF provided last resort funding?

The extent to which the MPTF has been a last resort source of funds is questionable. In at least one of our case study countries, we saw little evidence of other funds having been sought. In this instance, the MPTF was used as a first rather than last resort. Our enquiries suggest that it might have been possible for more resources to have been mobilised at country or regional levels. However, informants highlighted that one added value of funds being made available through the MPTF is that it enabled CSA members and staff to focus on implementation rather than resource mobilisation. Secondly, it enabled CSAs to cover most of their core costs, whilst contributions from members (mostly INGOs) supported activities.

9.5 Summary of strengths and weaknesses of the SUN Movement MPTF

The table below summarises the conclusions of the Evaluation Team regarding the strengths and weaknesses of the current SUN Movement MPTF. This provides a basis for assessing how different options for a future fund might build upon the strengths of the current SUN Movement MPTF and address its weaknesses.

Table 3 Summary of main strengths and weaknesses of the SUN Movement MPTF

Activity	Strengths	Weaknesses
Fund management and allocation decisions	Management Committee ensured funded projects were relevant to the SUN Movement Strategy and made timely funding decisions	Lack of performance standards, e.g. timeframes for disbursement of funds between signing of PUNO/IP agreements and disbursement of funds. The timeframes for applications were very short for the 2 nd round of funding
Resource mobilisation	Donors to the SUN Movement MPTF showed strong commitment to the overall SUN Movement Strategy	Tendency to provide earmarked funds Lack of other donors engaging limited coverage and impacts MC might have done more to mobilise additional resources
Fund administration – Administrative	MPTF Office played role of Administrative Agent efficiently and effectively at low cost	There were no observed weaknesses of the role played by the MPTF Office in the administration of funds. However,

Agent		existing MPTF procedures are not always appropriate for the disbursement of small grants where UN agencies are not the implementing organisations,
Fund administration – PUNOs	Some PUNOs contributed significant amounts of their own resources at head office and country office levels. Some PUNO country offices were effective and efficient in performing their roles.	In general, PUNOs slow to transfer funds and process project revisions Admin fee did not cover costs. Capacity diverted from other essential business
Technical Secretariat	The SMS played its role efficiently and effectively despite not gaining additional capacity	The MPTF responsibilities placed significant strain on SMS staff at peak periods
Monitoring, reporting and accountability	Significant amount of information is publically available on MPTF Gateway	The quality of IP reports is generally poor. Limited oversight and verification by PUNOs. Real time information on actual expenditure against budgets is not easily available at global level Difficult to assess contribution of MPTF funds to overall budgets, activities and results
Project design & implementation	Implementing Partners and other project stakeholders showed strong commitment. Overall, funded projects have been relevant and effective.	Many CSA projects overly ambitious. Lack of clarity on CSA governance arrangements Sustainable financing very rarely a specific, priority objective

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

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

MPTF Office procedures have been developed for Funds that have provided multi-million dollar grants to support the implementation of programmes, where UN agencies

have been the managing entity and often directly implementing activities. In contrast, the SUN Movement MPTF provides small grants mostly to support the establishment of independent civil society coordination mechanisms, where UN agencies have been careful not to be, or even appear to be, in a management role.

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

As mentioned above, other MPTFs such as CHF have experienced delays in the transfer of funds to Implementing Partners by PUNOs. However, this has been addressed in many funds by introducing Standard Operating Procedures, including clearly defined timeframes and other benchmarks, with consequent improvements in efficiency and quality.

9.6 Future needs and options

It is clear that not all small funding needs can be self-financed by stakeholders or met at country and regional levels. CSAs and the global CSN will need to continue to access funds from donors at the global level both for start up and running costs. The Evaluation Team considers that any future fund should not only be catalytic but also help existing CSAs to consolidate their development and provide more time to achieve financial sustainability. CSAs and the global CSN are considered to be one of, if not the, top priorities in the SUN Movement for small grants funding. 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.

It may be desirable to channel funds for global Civil Society and Business Networks directly to them rather than through a pooled fund. However, funding for national level needs (national civil society alliances and business networks, national government capabilities) would be best channelled through a global pooled fund to ensure coordination, equity and efficiency.

We propose the following criteria for informing the selection of an appropriate host for the fund:

- Decision making body: is composed of representatives from the range of SUN stakeholders; has strong linkages with the governing bodies of the SUN Movement; ensures coherence with other global funding streams and processes.
- Secretariat: has the capacity to support the Management Committee; review applications, follow up on disbursements, requests for revisions etc. without taking time and resources away from other business.

- Willingness to disburse a large number of relatively small grants (e.g. US\$200k – 1 million).
- The design should ensure quick decision making, disbursement of funds, processing of requests for budget revisions, no-cost extensions etc.
- Indirect Cost Recovery rates are kept to a minimum.
- There are strong programme and financial monitoring systems whilst respecting the autonomy and self-organisation of recipients and ensuring that reporting requirements do not hinder timely and effective implementation.

If donors are going to continue to pool funds through the UN MPTF, significant reforms are needed, including channelling funds directly to recipients, ensuring that the technical secretariat has adequate resources to play its role, and minimising reporting requirements for recipients. There is potential for such changes to be made. If there were only to be one PUNO, UNOPS has the interest and capacity to play the role.

However, it would be advisable for the MC to also consider other options for the efficient disbursement of funds. The analysis of the options for the administration of a pooled fund, suggest to the Evaluation Team that UNOPS and the New Venture Fund (NVF) would be strong candidates for performing the role of Administrative Agent.

10 Recommendations¹⁵

The Evaluation Team makes the following recommendations for the design of a future SUN Movement pooled fund. In Annex 14 we make more detailed recommendations which could provide the basis for the Terms of Reference and Rules of Procedure of a new SUN Movement Fund.

10.1 Purpose and scope

- The SUN Movement Fund should support the strengthening of national capabilities to scale up nutrition, including through enhanced participation of stakeholders, by providing small, last resort and primarily catalytic funding.
- As with the existing SUN Movement MPTF, it should not be a vertical nutrition fund for large scale investments in food and nutrition security, nor replace existing funding pathways at country or global levels.
- The SUN Movement Fund should be coherent with the SUN Movement Strategy and Roadmap 2016-2020 and integrated with broader SUN Movement governance

¹⁵ Although it was not a requirement in the Terms of Reference for this evaluation, the Team has identified a number of recommendations that could help to enhance the performance of Civil Society Alliances and the global Civil Society Network. These are presented in Annex 13.

structures and processes at national and global levels, whilst respecting the autonomy and self-organisation of SUN stakeholders.

- The Fund should primarily be catalytic. However, support could be provided to support SUN stakeholders to consolidate and maintain achievements in exceptional circumstances, i.e. there are inadequate alternative source of funding. All applicants should provide a strategy for financial sustainability, together with their funding application.
- The end date of funded projects should be no later than end December 2020. There should be an independent evaluation of the Fund in early 2020, preferably in the context of an independent comprehensive evaluation of the SUN Movement as a whole. The evaluation should determine whether there is a need for a continuation of the Fund after 2020. On-going monitoring should review progress in implementing the changes resulting from the current evaluation, identify ways of improving the functioning of the Fund, and providing an early indication of sustainability and future funding needs.

10.2 Funding windows and priorities

- There should be three main funding windows: I. Strengthening national government capabilities; II. Supporting national Civil Society Alliances and the global Civil Society Network; III. Catalysing national Business Networks.
- The annual funding requirements and allocations for each window should be determined through consultations with the relevant stakeholders.

10.3 Theory of change

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

10.4 Governance arrangements

- Linkages between the Management Committee and the SUN Movement Executive Committee should be facilitated by the SUN Movement Coordinator to ensure coherence between the Fund and the SUN Movement Strategy.

- The composition of the Management Committee should be broadened to include representatives appointed by all SUN Networks, in line with common practice in the management of other global pooled funds.
- The Management Committee should discuss the pros and cons for the following three options for the performance of Administrative Agent role:

Option 1a: The MPTF Office, with UNOPS as the only PUNO.

Option 1b: The MPTF Office signing agreements directly with Implementing Partners.

Option 2: UNOPs, signing agreements directly with Implementing Partners.

Option 3: The New Venture Fund, signing agreements directly with Implementing Partners.

- Whoever is the Administrative Agent, the SMS is well placed to continue to provide technical secretariat services as long as additional funds are received to enable it to perform the role to the full. The SMS should be able to draw on the support of the secretariats of the global SUN Networks as necessary in reviewing proposals, compiling reports and capturing lessons learnt from projects. The SUN global network secretariats should factor this role into their own budgets and funding applications.
- The Evaluation Team considered the option of UNOPS or the NVF undertaking technical secretariat tasks if either of these organisations were the Administrative Agent. Both of them consider that they have the interest and capacity to play such a role. However, the MPTF Office argued that it is vitally important to keep the Administrative Agent and technical secretariat roles separate. In other funds where they have been combined in the same entity there have been perceptions of conflicts of interest which have had a major impact on fund effectiveness. In the opinion of the Evaluation team, this option warrants further consideration particularly given that both UNOPS and the NVF do not have a strong stake in the SUN Movement and the Administrative Agent and technical secretariat functions would be answerable to the multi-stakeholder Management Committee of the Fund¹⁶.

10.5 Programmatic and financial quality and monitoring

- Technical assistance to funded activities and stakeholders should be provided through regular SUN processes and structures, i.e. national multi-stakeholder platforms; mutual support between national networks; support from global SUN Networks and Communities of Practice etc.

¹⁶ Indicative costs for the provision of Administrative Agent and Technical Secretariat services are provided by UNOPS on the first page of Annex 11 and by the NVF on the last page of Annex 12.

- Implementing Partners should provide biannual and end of project narrative and financial reports. Reports on funded activities and expenditures should be placed in the context of the full programme of the stakeholders, in order to illustrate the specific contributions being made by the Fund.
- There should be a budget line for each project for annual independent verification of programme activities and financial expenditures,
- Funded activities should be reviewed within routine SUN monitoring and evaluation processes, i.e. in narrative reports the Implementing Partner would need to provide feedback and contact details of other members of national multi-stakeholder platforms and networks.
- Any verification and monitoring of the use and impacts of funds should be documented and made available to the Management Committee, Secretariat and Administrative Agent
- Annual or semi-annual activity budgets and payment requests might be planned to avoid an excessive reporting for low-level budget items. Advance payment would be liquidated against invoices and activity reports period by period.
- SUN government focal points and members of SUN multi-stakeholder platforms should have the opportunity to comment on proposals and reports, whilst respecting the autonomy of the funded partner. In particular, stakeholders should comment on the potential and actual contribution the funded activities will make / are making to scaling up nutrition.
- The Administrative Agent should facilitate audits of a sample of funded projects from each window each year. The administrative agent should also maintain contact with grantees through regular reporting and conversations to track and manage the grant spending and ensure that the activities are in compliance with the grant agreement.

**Independent Evaluation of the Multi Partner
Trust Fund of the Scaling Up Nutrition
Movement**

Final Report - Annexes

Chris Leather

Nick Norvell

15th April 2016

***SUN MULTI PARTNER TRUST FUND INDEPENDENT EVALUATION – FINAL
REPORT - ANNEXES***

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Annex 1: Terms of Reference for the Independent Evaluation of the Scaling Up Nutrition (SUN) Multi-Partner Trust Fund (MPTF)

A1.1 Background and Context

Scaling Up Nutrition Movement

1. The Scaling Up Nutrition (SUN) Movement, established in September 2010, is a collaboration of stakeholders in governments, civil society, business, research groups and international organisations to encourage increased political commitment and programmatic alignment to accelerate reductions in under-nutrition. The emphasis is on women and children under two years of age.

2. The current institutional structure of the SUN Movement was established in early 2012 under the aegis of United Nations Secretary-General, Ban Ki Moon. At the heart of the Movement are the countries that have opted to join: so far there are 55. They have created an inclusive multi-stakeholder political movement for nutrition.

3. The stakeholders who support the SUN Countries have organized themselves into four networks (United Nations, Donors, Business and Civil Society) so that they better align their support for country priorities and programmes. These networks respond to the needs and specific gaps identified by national governments.

4. The Movement is steered by a Lead Group that includes 27 high level leaders from SUN Countries, civil society, business, donor agencies, foundations, alliances and international organizations convened by the UN Secretary General. It seeks to ensure the coherence and impact of the Movement, and is accountable for the way it responds to national needs.

5. Since 2012, the SUN Movement Secretariat has developed as a small coordinating mechanism operating under the strategic guidance of the Lead Group. It has no operational role, but seeks to link together countries and networks in the SUN Movement to ensure that support, requested in countries to intensify actions and achieve nutrition objectives, is received in a coordinated and coherent way. It also ensures that the Movement's progress is tracked efficiently and communicated clearly.

6. To ensure that the Movement is fit for purpose to contribute to achieving the goal of ending malnutrition, the Lead Group commissioned, in September 2013, an Independent Comprehensive Evaluation which took place in 2014. The evaluation represents an opportunity for the Lead Group to assess the relevance, efficiency and effectiveness of the Movement and adjust the priorities, operating modalities and stewardship arrangements accordingly. The findings of the evaluation are now informing a visioning process that seeks to ensure that the Movement is fit for purpose after 2015.

SUN Movement Multi-Partner Trust Fund

7. In March 2012 the SUN Movement Multi-Partner Trust Fund (SUN Movement MPTF) was established by Participating UN Organizations (PUNOs) [1] and Donors [2]. It was formulated in response to a perceived gap in funding or difficulty in mobilizing funds for country-level platforms for scaling up nutrition, particularly those pertaining civil society alliances.

8. Since its establishment the SUN Movement MPTF has worked along established principles. It has been conceived as catalytic tool to stimulate actions by members of the SUN Movement for scaling up nutrition, especially to catalyse support for SUN governments' plans to enhance and expand nutrition-specific and nutrition-sensitive interventions. The SUN Movement MPTF has not been 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 (both from national budget and from bilateral and multilateral resources). The SUN Movement MPTF has been meant to be used as a small fund of last resort (when other funding is not available) for stakeholders to access small grants through which their engagement in the SUN Movement at country level can be initiated and/or enhanced. As a last resort funding mechanisms any potential recipient is supposed to explore all other funding opportunities before being able to access the SUN Movement MPTF funds. It has also to be proved that a recipient receive additional funding from other sources to be able to sustain the next phase of the project after the catalytic start up being funded by the MPTF comes to an end.

9. The SUN Movement MPTF Logframe with planned results (impact, goal, outcomes and outputs) was established as the central mechanism for assessing the quality and contribution of projects to the overall aims of the SUN Movement. In particular, the theory of change set forth for Window II articulates a virtuous circle of change and synergy that should enhance and align civil society contributions to national level efforts to scale up nutrition. A revised Logframe was later agreed to clarify roles and responsibilities more clearly and to ensure collating data aligned MPTF and donors reporting to minimise duplication.

10. The SUN Movement MPTF has **three funding Windows**:

- a. **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 of experiences amongst key stakeholders in national regional and global SUN meetings.
- b. **Catalytic programmes for countries (Window II):** Fund SUN Movement partners' participation in SUN country plans.
- c. **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.

11. While the fund is open to governments, UN agencies, civil society groups, other SUN partners and support organization, the vast majority of funds has been allocated since 2012 to support civil society participation and actions for scaling up nutrition (Window II). Since 2012 donors have contributed to the SUN Movement MPTF with a total of USD 10,119,317 [3]. As of May 2015 the SUN Movement MPTF has disbursed USD 9,664,170 for 28 approved projects. This corresponds to approximately 95.50% of the total funds deposited.

- a. **Window I** (USD 962,000) has been utilised to support a pilot project (USD 642,000) led by PROCASUR to improve sharing and learning initiatives between national SUN multi-stakeholder platforms and for a project (USD 320,000) in support to the SUN Movement Community of Practice on Planning, Costing, Implementing and Financing Multi-sectoral Actions for Improved Nutrition.
- b. **Window II** (USD 7,606,115) is providing financial support to civil society actors in 24 countries [4] across Africa, Asia and Latin America. Support has also been granted to the SUN Civil Society Network Secretariat through Window II (USD 1,036,055) 10.24% of the total SUN MPTF funding has been allocated under this window for civil society support, either on network or country specific projects. The Civil Society Alliances in five countries [5] are funded bilaterally by Donors.
- c. **Window III** (USD 60,000) has been used to support the development of the SUN Movement Monitoring and Evaluation (M&E) framework. It will be used to fund the evaluation of the SUN Movement MPTF.

12. In November 2014 the Management Committee approved the extension of the SUN Movement MPTF until 31 December 2016. Currently the SUN Movement Secretariat is working with Participating UN Organizations on those projects who may need to extend the time frames of their projects' implementation after 2015.

Governance arrangements of the SUN Movement MPTF

13. The governance of the SUN Movement MPTF is based on the SUN Lead Group, which provides overall strategic direction to the SUN Movement and hence the priorities of the fund.

14. 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 evaluation of the SUN Movement Secretariat. Members of the Management Committee include: Coordinator of the SUN Movement (Chair), Participating UN Organizations [6], Donors [7], Administrative Agent as ex officio member (UNDP MPTF Office), and the SUN Movement Secretariat as an

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

15. 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 SUN Movement MPTF criteria and Logframe; 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 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.

16. The UNDP Multi-Partner Trust Fund Office (MPTF Office) serves as the Administrative Agent of the SUN Movement MPTF and is responsible for a range of fund management services, including: receipt, administration and management of contributions; transfer of funds approved by the Management Committee to Participating UN Organizations; reporting on the source and use of contributions received; synthesis and consolidation of the individual financial progress reports submitted by each Participating UN Organization for submission to contributors through the Management Committee; and ensuring transparency and accountability of SUN Movement MPTF operations.

17. Participating UN Organizations (UNOPS, WFP, WHO, UNICEF) that have signed the Fund's Memorandum of Understanding (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.

18. At the global level, the SUN Civil Society Network (CSN) was established to support the formation and evolution of Civil Society Alliances (CSAs) in SUN countries, as well as facilitate communication and coordination across CSAs, and with the broader SUN Movement. Through SUN Movement MPTF Window II's support, the SUN CSN Secretariat has recruited two full time staff [8]. The primary purpose of the SUN CSN Secretariat is to encourage the alignment of civil society organizations' strategies, programmes and resources with country plans for scaling-up nutrition. The SUN CSN Secretariat aims to achieve this through strengthening the support available for and capacity of national Civil Society Alliances. To date, the SUN CSN Secretariat has worked very closely with the SUN Movement Secretariat to share information and answer queries by the Management Committee regarding the progress of SUN Movement MPTF

Window II projects as well as to share lessons from civil society alliances funded by the SUN Movement MPTF.

A1.2 Purpose and Objectives of the Evaluation

19. 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 will provide the Management Committee of the SUN Movement MPTF and the Transition Stewardship Team of the SUN Movement with findings, recommendations and fund design options that are expected to assist in identifying the best course of action for the future.

The **purpose** of the evaluation will cover two distinct dimensions:

- a. **Assessing the current SUN Movement MPTF:** Assess whether the current SUN Movement MPTF has met its objective in supporting any of the four strategic objectives [9] of the SUN Movement. It will consider the value added by the SUN Movement MPTF and will capture its major achievements, challenges, institutional knowledge, experiences, and lessons learned by the various stakeholders involved in the operation of the SUN Movement MPTF since its inception.
- b. **Forward looking at the need for catalytic last resort fund:** By focusing on the areas requiring financial support to contribute to the objectives of the SUN Movement (2016-2020), consider future needs for a catalytic last resort fund to support national multi-stakeholder platforms during the next phase of the SUN Movement. These areas for support shall be identified in the revised Strategy of the SUN Movement and Roadmap that will be developed during the same period of the evaluation. The evaluation will as well determine whether a pooled financing mechanisms like the MPTF would be the most appropriate mechanism or whether alternative financing models could be better fit for the purpose and consider the comparative advantage and/or complementarity vis-a-vis newly established financing facilities (e.g. Power of Nutrition, UNITLIFE).

20. The **objectives** of the evaluation are:

Assessing the current SUN Movement MPTF

- a. To determine the extent to which the SUN Movement MPTF funds are proving catalytic for actions to scale up nutrition in-country, with specific attention on the contribution of the SUN Civil Society Alliances.
- b. To assess the validity of the SUN Movement MPTF Theory of Change and Logframe and the extent to which the SUN Movement MPTF has contributed to the changes identified in its Theory of Change and

Logframe and to improved alignment of projects funded under the three Windows.

- c. To ascertain what extent the SUN Movement MPTF was (or has been) the most appropriate financing architecture in providing catalytic and last resort grants to SUN Movement.
- d. To ascertain the opportunities and limitations that the current MPTF legal arrangement and governance mechanism has had in supporting the development and implementation of actions for scaling up nutrition and to understand how it compares to alternative sources of financing.

Forward looking of the need for catalytic last resort fund

- a. Based on elements coming from the revised SUN Movement Strategy consider future needs for a catalytic last resort fund during the next phase of the SUN Movement and propose possible support measures (Windows) in line with the revised strategy.
- b. If a similar fund will be considered needed, present several different funding design options based on the analysis of existing systems.
- c. Look at alternative monitoring systems that can capture and evaluate more broadly the different functions, roles and effects and assess the different needs of all stakeholders involved. Consider the need for a strengthened monitoring and evaluation framework for any future pooled funding mechanism.

A1.3 Scope of the Evaluation

21. The evaluation will cover the SUN Movement MPTF duration from March 2012 until the start date of the evaluation (September 2015) having in mind that the new end for the mandate is 31 December 2016.

22. The evaluation will provide both an assessment of the current SUN Movement MPTF as well as a set of clear forward-looking recommendations to inform management decisions in designing the forthcoming (if any) fund mechanism for the SUN Movement and to strengthen the role this mechanism could have in contributing to the new strategy of the SUN Movement (2016-2020). The evaluation will particularly take into consideration and reflect on the position and value of a potential future MPTF in regards to other (existing) funding mechanisms. It will have to reflect the aspirations and concerns of all stakeholders involved including Donors, Participating UN Organization, Implementing Partners, SUN Networks, Civil Society Alliances, SUN Movement Secretariat and the MPTF Office.

23. The evaluation is expected to consider all aspects of the current SUN Movement MPTF and of any alternative fund mechanism(s): architecture and governance structure; objectives and results achieved; working models; decision, fund transfer, indirect cost recovery, implementation and reporting processes;

role of the fund within the broader SUN Movement; its efficiency as a catalytic and last resort funding mechanism; its appropriateness in terms of size and the additional benefits/shortfalls if the fund were to be expanded in size.

24. The evaluation will at minimum cover the criteria of: relevance, effectiveness, efficiency, sustainability of the current SUN Movement MPTF. The evaluation should look at the extent to which projects funded through the SUN Movement MPTF have been **relevant** or not to the achievement of any of the four strategic objectives of the SUN Movement Strategy (2012-2015). It should consider the extent to which the SUN Movement MPTF has been an **effective** funding channel to in-country civil society stakeholders and how this can be considered having contributed to the objectives outlined in the SUN Movement MPTF Logframe and to the broader objectives of the SUN Movement. When evaluating the potential impact of CSAs efforts the evaluation team should take into consideration the diversity of funding timeframe (most of CSAs projects lasted for 1 to 2 years, while few others for 3 years). The **efficiency** of the fund architecture should be explored. The evaluation should focus as well on the **sustainability** of the fund in the outcomes that it is trying to achieve. For doing this the evaluation will need to look at the broader picture of funding for national CSAs including the role of International Non-Governmental Organizations in their nurturing and support to them.

25. The evaluation will as well cover the criteria of relevance, effectiveness, efficiency, sustainability when looking at the future (if any) of the SUN Movement MPTF and of alternative pooled financing models that could potentially support the new strategy of the SUN Movement (2016-2020). This analysis should be framed within the current global architecture for development, in particular the context of the Second International Conference for Nutrition and the discussion on the Post 2015 development agenda.

26. The evaluation will not assess the relevance, effectiveness, efficiency, sustainability of the overall UNDP MPTF as a pooled financing mechanism for development but will rather focus on the SUN Movement MPTF and its role in contributing to the objectives of the SUN Movement. However the evaluation will inevitably have to analyse the fund overall architecture to assess if this pooled financing model will be well placed (or not) to support the next phase of the SUN Movement – should the need for a catalytic last resort fund be identified in the second phase of the SUN Movement.

A1.4 Evaluation Questions

27. Within the broader parameters indicated by this terms of reference it is expected that the evaluation team will propose a revised set of questions to the SUN Movement MPTF Steering Group [10] within the first 2 weeks of the evaluation. Through a consultative process with the Steering Group the set of questions will be agreed and will form the basis for the evaluation. They should cover both dimensions of the evaluation: assessing the current fund and looking at alternative future models.

28. The evaluation criteria that will be used include: relevance, effectiveness, efficiency and sustainability of the current SUN Movement MPTF and of any alternative pooled financing model. It will have to encompass the following elements:

- a. The architecture and governance of the fund, including its monitoring and evaluation framework
- b. The role and work of the Management Committee
- c. The role and work of Participating UN Organizations
- d. The role and work of Implementing Partners
- e. The role and work of the SUN CSN Secretariat
- f. The role and work of the SUN Movement Secretariat as MPTF Technical Secretariat
- g. Progress, achievements and challenges by the MPTF funded projects against the three Windows.

29. While Window II will inevitably receive a stronger focus due to the number of projects and share of funding allocated to it, all three Windows should be addressed by the evaluation and gain similar attention in order to reflect well on their respective relevance and their interrelation for impact.

30. The role and work of the MPTF Office while not part of this specific evaluation should be considered within the broader assessment of the architecture and governance of the SUN Movement MPTF.

31. The evaluation, while encompassing the elements above, will consider the following questions when assessing the current SUN Movement MPTF. Similar questions will have to be considered when looking at the future (if any) of the SUN Movement MPTF and of alternative pooled financing models.

Questions of Relevance

- a. To what extent were the SUN Movement MPTF objectives and strategies in the assessment period (2012 – 2015) consistent with the needs of beneficiaries and partners? And to what extent are they still relevant or have they changed with new needs identified?
- b. To what extent has the SUN Movement MPTF and its expected results contributed towards the achievement of any of the four strategic objectives of the SUN Movement?

- c. How has the role and strategic focus of the SUN Movement MPTF been relevant to national actions, strategies, policies towards scaling up nutrition?

Questions on Effectiveness

- a. To what extent has a three Windows fund contributed to the achievement of the SUN Movement MPTF objectives? How have these three Windows been interconnected for impact? To what extent were the objectives achieved/are likely to be achieved? What have been the effects (positive or negative) of achieved results?
- b. How did the SUN Movement MPTF as a last resort catalytic fund influence national actions for scaling up nutrition and add value to the overall SUN Movement?
- c. How adequate is the SUN Movement MPTF design including its results framework, monitoring and reporting system and theory of change for decision-making and for measuring progress?
- d. What role have the civil society alliances played at country level (e.g. holding other actors accountable, campaigning for policies)? What level of engagement in the policy processes and in the delivery of services have the established alliances had?
- e. Has there been unexpected results of the SUN Movement MPTF funded activities? If so, what have been their key effects on the mechanism and achievement of the four strategic objectives of the SUN Movement?
- f. What factors influenced: a) the motivation for specific interventions supported by the SUN Movement MPTF; b) the role and level of engagement of partners; c) the appropriateness of different implementation modalities chosen; d) the value added and the results achieved?

Questions on Efficiency

- a. How efficient was the organization and management systems of the SUN Movement MPTF especially with relation to the planning of activities, disbursement of funds, implementation, monitoring and reporting of activities, and division of labour? Were activities cost-efficient? Were objectives achieved on time? Was the programme or project implemented in the most efficient way compared to alternatives?
- b. What is the overall level of satisfaction (with respect to each user's interest) among key stakeholders (particularly including beneficiaries) involved in the SUN Movement MPTF?

- c. What effect did the management and institutional arrangements of the SUN Movement MPTF have in terms of programming, delivery and monitoring of implementation of MPTF funded projects?
- d. What monitoring and reporting procedures were applied (and to what extent were they effective) by SUN Movement MPTF stakeholders to ensure greater accountability?
- e. How effective has been the role of the CSN Secretariat in tracking and supporting progress by civil society alliances funded by the SUN Movement MPTF? Which are the key factors that underpin the usefulness, strengths and weaknesses of the role of the CSN Secretariat within the SUN Movement MPTF? Which (different if any) role should the CSN Secretariat play in a future pooled financing mechanism supporting the new strategy of the SUN Movement? What should be the accountability lines between the SUN CSN secretariat and the SUN CSAs within any future pool-funding facilities?

Questions on Sustainability

- a. To what extent have the programs and partners considered sustainability of outcomes as part of their decisions and during implementation? How was this concern reflected in the design of the projects, the implementation of activities, the delivery of outputs and the achievements of outcomes? Did the activities promote sustainable changes in attitudes, behaviors or strengthen existing systems aimed at scaling up nutrition beyond the MPTF lifespan?
- b. Have there been program results and activities with a likelihood of continued long-term benefits after MPTF funding ceased? Have the SUN Movement MPTF finances contributed to build capacities? (e.g. to engage with other actors)
- c. To what extent do stakeholders have confidence that they will be able to build on the changes promoted by the SUN Movement MPTF activities?
- d. What has been the commitment of key partners' towards making results and activities sustainable over time?

A1.5 Evaluation Methodology

32. The evaluation team will have the independence and degree of flexibility, within the scope and objectives of this TORs, to define and concentrate on those areas where there is more strengths to be built on and weaknesses to be addressed and to explore in greater depth those issues which are identified as being of critical importance. A Steering Group [11] composed by key representatives of the broader community of stakeholders involved in the SUN Movement MPTF will ensure the quality and independency of the evaluation.

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33. The evaluation will be transparent and will be asked to provide information which is considered evidence-based, reliable and useful. The evaluation team is expected to work following a consultative approach ensuring the engagement of all stakeholders through the Steering Group of the SUN Movement MPTF. The SUN Movement Secretariat will provide support to this consultative process by ensuring that regular meetings/calls are organized.

34. The evaluation will seek to obtain data from a range of sources, including desk review and document analyses, interviews, surveys and questionnaires as well as stakeholders consultations both at the level of the governance structure of the SUN Movement MPTF as well as at the level of in-country recipient projects. It is recommended that different sources of data are accessed and that different stakeholder groups are consulted so as to help the interpretation of a set of data which due to their nature linked mostly to institutional and behavioural change will be critically dependent on the evaluation team judgment. While appreciating the challenge of providing evidence to behavioural changes by in-country actors towards scaling up nutrition the evaluation team will try to provide wherever possible counterfactual evidence of what may or may not have occurred in the absence of the SUN Movement MPTF (through a triangulation of different sources of evidence).

35. Governance analysis. At the inception of the evaluation it will be important to conduct an analysis of the governance architecture and the different partners involved in order to identify, inter alia, the different actors and steps involved in the management of the fund.

36. Documentation desk review. The evaluation team shall maximise the use of existing information and will review all relevant source of information including governance foundation documents, annual progress reports of the MPTF, individual project reports, financial statements, minutes of the Management Committee meetings, and any other documentation deemed relevant for the evaluation. This phase can be supported by interviews with different stakeholders of the SUN Movement MPTF including the SUN Movement Secretariat, PUNOs and the MPTF Office. The evaluation team is asked to consult Annex 1 with a list of relevant documents.

37. Interviews. The evaluation team will collect most of the information from having interviews and consultations with relevant partners. These should be Identified in the inception phase of the assignment and documented. Wherever possible interviews should take place on the phone to reduce travel costs.

38. Surveys. It is recommended that the evaluation team will consider the added value of conducting a survey for the collection of specific additional information and data. Surveys could also be used to validating some findings.

39. Country case studies and country visits. All projects in the three Windows funded by the SUN Movement MPTF should be included in the desk review. The review should consider the implication on funds disbursement, project approval

process and timeliness imputable to projects belonging to either the first or the second call for proposals.

40. A **one pager analysis on key achievements and added value of each of the 24 CSAs** funded through the SUN Movement MPTF is to be developed. Key areas to look for these one pagers are: a) five key achievements by the CSAs; b) five ingredients for success in political cultural and social context with link to the SUN Movement processes; c) five obstacles and challenges; d) what has not worked and why?; e) main lessons learnt and recommendations moving forward; f) five key areas the CSAs will focus on and how this connects to strategic priorities of SUN Movement 2.0; g) how useful has the SUN Movement MPTF been to the CSAs and what have been some of the challenges? How have these challenges been overcome? h) Have the CSAs explored and / or secured funding to support sustainability of the alliance after the MPTF funding?

41. The scope of the evaluation will not permit the selection of the totality of the MPTF funded projects for an **in-depth analysis** which should be rather conducted on a selected number of case studies where site visits will be done. In addition to the above key areas that should frame the analysis of the 24 CSAs, for the case studies receiving a site visit the evaluation team should pay particular attention at stakeholder dynamics in country and how these have impacted on CSA efforts.

42. It is expected that the evaluation team will suggest which case studies would benefit from a country visit (up to a maximum of 5). When selecting the range of case studies to be looked at more in to depth and to be visited, they should be considered sufficiently representative of the overall fund. The findings from these selected cases will have to be generalized to the totality of the projects therefore the evaluation team will have to be sensible in selecting the cases. It is expected that individual case studies (from Window II [12]) will have to be selected using the following parameters:

- a. Projects representing the geographic distribution of SUN Countries and context diversity (including fragile context and situation and others).
- b. Countries with presence of REACH.
- c. Projects that by the time of the evaluation have established CSA and projects with CSAs in the process of being set up.

43. While selecting the countries to visit the evaluation team is invited to look at the countries selected by the Independent Comprehensive Evaluation (ICE) of the SUN Movement and used for the ICE analysis of the SUN Movement MPTF. [13] To the extent possible the selected CSAs should complement those visited for the ICE (if appropriate). However, other countries should also be selected.

44. It is expected that the methodology as well as the country case studies and country visits will be clearly presented and detailed in the Inception Report. The evaluation team will be solely responsible for the evaluation findings and

recommendations. But it is expected that they will consult widely in deriving them, in order to ensure both their evidence base and the potential for follow up. It would be expected that the evaluation would provide more than a fund design option, including its advantages and disadvantages, for the future (if any) of a pooled fund supporting the SUN Movement in its next phase.

45. The evaluation will use a combination of evaluation methods but in any case it will have to build upon the findings of the Independent Comprehensive Evaluation of the SUN Movement (conducted in 2014) and the vision being developed by the Lead Group for the strategic direction, operational modalities and stewardship arrangements for the Movement after 2015.

46. While this is not an evaluation of the relevance, effectiveness, efficiency, sustainability of the UNDP Multi-Partner Trust Fund as a pooled financial mechanism but rather of the SUN Movement MPTF itself, it will be essential that the evaluation assesses the SUN Movement MPTF within the broader architecture of the MPTF. For this the evaluation team will have to access any existing evaluations and analysis of the broader MPTF as pooled financial mechanism or of other MPTFs such as the evaluation of the Central Fund for Influenza Action. [14]

A1.6 Evaluation Products and Timetable

40. The evaluation is expected to present findings, conclusions and targeted recommendations that will allow the Transition Stewardship Team (TST) of the SUN Movement and Donors to consider options for catalytic financing mechanisms that could support the updated strategy of the SUN Movement (2016-2020).

41. The key steps for the evaluation exercise include – while not limited to – the following stages:

- Preparatory and inception phase;
- Data and information collection (including country visits);
- Report writing;
- Findings presentation.

42. During the preparatory and inception phase the evaluation team will hold consultations with the Steering Group of the SUN Movement MPTF to define the evaluation purpose and scope. The evaluation team will prepare an **inception report**, within 2 weeks of evaluation start-up, for review by the Steering Group. In preparing the inception report the evaluation team will take into account the considerations listed in the section “methodology” and well as the outcomes of the preparatory phase. The evaluation team is however encouraged to suggest different approaches as considered more appropriate for the scope of this exercise. The inception report will provide a comprehensive road map for the evaluation, the methodology proposed for the evaluation and an outline of:

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- a. Exhaustive list of issues and questions to be examined by the evaluation;
 - b. Stakeholders to be interviewed;
 - c. Countries to visit for case study analysis.
43. During the data and information collection phase the evaluation team will carry out detailed consultation, analysis, interviews, country visits in accordance with the process set forth and agreed in the inception report.
44. An **interim briefing** of key findings to be presented to the SUN Movement Global Gathering (20-21-22 October 2015) where the last Movement-wide consultation on the updated SUN Movement Strategy (2016-2020) will be held. It will have to be delivered in time for translation in French and Spanish. It is expected that the interim briefing will be maximum 3 pages.
45. An **interim report** is expected to be submitted to the Steering Group by the end of October 2015.
46. The interim report will outline the principal preliminary findings, including hypothesis and several options for broad recommendations on the future need for a catalytic last resort fund and on how such a fund (MPTF or an alternative model) may be relevant to the next phase of the SUN Movement. It is expected that the interim report will be maximum 10 pages including a short executive summary (2 pages). The interim report is expected to be shared for quality check in advance with the Steering Group and in time for translation.
47. The report writing phase will be based on the analysis conducted, the country visits and the feedback received by the Steering Group. It will have as well to be recalibrated by taking into account the outcomes of the consultations held at the SUN Movement Global Gathering. **[15]** The evaluation team will prepare a draft (zero) of the **final report** to be reviewed for quality check by the Steering Group. The evaluation team will revise it if there are any comments. A final draft will be made available to the Management Committee by the first week of January 2016. While a draft will be offered to the Steering Group for comments the final report of the evaluation will remain under the entire responsibility of the evaluation team. It is expected that the final report will be maximum 20 to 30 (plus annexes) and will include an executive summary of 2 to 3 pages summarizing key findings, conclusions and recommendations.
48. The evaluation team will be asked to present the findings of the evaluation to stakeholders of the Movement in several occasions including – but not limited to: SUN Movement Global Gathering – TBC (20-21-22 October 2015), calls of the SUN Movement Government Focal Points (January 2016 TBC) and a call of the Management Committee (January 2016). It will be also asked to present the findings to the Transition Stewardship Team if requested. The evaluation team will be asked to prepare an evaluation brief summarizing the main conclusions and findings for use in stakeholder presentations together with a PowerPoint presentation. It will be asked that the evaluation team makes itself

available to reply to any queries or request for clarification during the month of January 2016.

49. All deliverables will be as concise as possible. The reports will be submitted in Standard English [16]. The language used should be direct, free of jargon, avoid euphemisms in describing problems and weaknesses, and be reader-friendly. Annexes and appendices should be included only if there is a clear rationale for doing so. Executive summaries should be included and address findings and recommendations. When submitting the final report, the evaluation team is required to provide an “audit trail”, detailing how all received comments on the draft findings have (or have not) been addressed in the final evaluation report. This audit trail should also include those issues agreed for analysis in the inception report which could not be addressed satisfactorily in the course of the evaluation – the evaluation team should provide a satisfactory justification for this. The consultant will be flexible in undertaking a series of revisions on the text (for all materials that are listed above) that will lead to sound final drafts. If, in the estimation of the Steering Group, any of the materials do not meet these required standards, then the consultant will, at their own expense, undertake the editing that is necessary to bring them to the required standards.

50. The total duration of the evaluation is estimated over approximately 4.5/5 months for a total of roughly 60 to 70 working days each consultant. The evaluation is expected to start the first week of September to be able to submit the final report by the first week of January 2016. Payment modality will be linked to the submission of key deliverables (Inception Report, Interim Report, Final Report and Finding Presentations). A more detailed timeframe is expected to be presented in the Inception Report including a contingency plan should delays be encountered during the evaluation period.

Activity / Completion Date

- **Inception Report to the Steering Group:** Two weeks from start-up of evaluation
- **Interim Briefing of key findings for the SUN Movement Global Gathering (20-21-22 October 2015):** 9 October 2015
- **Interim Report to the Steering Group:** 30 October 2015
- **Draft Final Report to the Steering Group:** 14 December 2015
- **Final Report to SUN Movement MPTF Management Committee:** 4 January 2016
- **Findings presentations (ad hoc) – including evaluation brief and PPP:** October 2015 and January 2016

A1.7 Evaluation Ethics

51. The evaluation will be undertaken by an independent evaluation team in accordance with the parameters defined in this TOR and within the framework of the UNDP Evaluation Policy [17] and the United Nations Evaluation Group norms and standards [18].

A1.8 Implementation Arrangements

52. The principal responsibility of the evaluation stays with the Management Committee of the SUN Movement MPTF.

53. A **Steering Group** will be appointed by the Management Committee. It will be chaired by the Coordinator of the SUN Movement and will consist of representatives from the SUN Movement MPTF donors, PUNOs, the SUN Donor Network and the Steering Group of the Civil Society Network.

54. Steering Group members will support the evaluation team in assuring the independence, adequacy, methodological soundness and overall quality of the evaluation. The Steering Group will play an important role in providing strategic, methodological and substantive inputs to the evaluation process, as well as peer review for the key outputs, including the inception, interim and final report. The Steering Group will ensure that the final report bases its claims on evidence, that the findings, conclusions and recommendations are grounded in solid analysis, that the key messages are communicated effectively, and that the report has a clear strategic focus with materials to inform decision-making at various level. This Group will also overview the finalization of this TOR and the consultants' recruitment process. The Steering Group will report to the Management Committee periodically.

55. The **SUN Movement Secretariat** will facilitate communication with stakeholders, gather documents, and provide day to day support to the evaluation team and Steering Group.

56. One staff of the SUN Movement Secretariat will act as the **Evaluation Manager** serving as the liaison between the Steering Group and the Evaluation Team. The Evaluation Manager will report directly to the Chair of the Steering Group. The Evaluation Manager will facilitate and guarantee a smooth and timely implementation of the evaluation and help to manage and address any differences of opinion that may arise between the evaluation team and the stakeholders, while protecting the agreed independence of the evaluators and the Steering Group.

57. It will be essential that throughout the evaluation the work of members of the Steering Group, of the SUN Movement Secretariat and of other stakeholders reached out by the evaluation team is not disrupted by the evaluation. This will have to be carefully considered and taken into account by the evaluation team.

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Evaluation ToR Annex

List of all relevant documents:

- Governance Documents: Memorandum of Understanding between Participating UN Organizations and the United Nations Development Programme regarding the Operational Aspects of a Scaling Up Nutrition Movement (SUN Movement) Multi-Partner Trust Fund [http://scalingupnutrition.org/wp-content/uploads/2014/02/SUN-MOU-signed_WFP_WHO_UNICEF_UNOPS.pdf]
- Management Committee Terms of Reference and Rules for Procedures [http://scalingupnutrition.org/wp-content/uploads/2013/10/SUN_MPTF_Management_Committee_TOR_and_RoPs-REV_May2013.pdf]
- Supplementary Guidance Note on Roles and Responsibilities [http://scalingupnutrition.org/wp-content/uploads/2012/10/150528_SUN-MPTF-Supplementary-Guidance-Note_FINAL.pdf]
- GATEWAY [<http://mptf.undp.org/factsheet/fund/SUN00>]
- SUN Movement website [<http://scalingupnutrition.org/resources-archive/sun-mptf>]
- 2012, 2013 and 2014 Annual Reports of the SUN Movement MPTF [<http://scalingupnutrition.org/resources-archive/sun-mptf>]
- Minutes of the Management Committee Meetings [<http://scalingupnutrition.org/resources-archive/sun-mptf>]
- Individual projects [<http://mptf.undp.org/factsheet/fund/SUN00>]
- Transfer of funds tracking document (available upon request to the SUN Movement Secretariat)
- Final Report (with Annexes) of the Independent Comprehensive Evaluation of the SUN Movement [[http://scalingupnutrition.org/wp-content/uploads/2015/05/SUN_ICE_FullReport-All\(1-5-15\).pdf](http://scalingupnutrition.org/wp-content/uploads/2015/05/SUN_ICE_FullReport-All(1-5-15).pdf)]
- Visioning exercise of the SUN Movement [Update available upon request to the SUN Movement Secretariat. Information available also at <http://scalingupnutrition.org/>]
- 2012-2015 Strategy of the SUN Movement and its Road Map [<http://scalingupnutrition.org/resources-archive>]
- SUN Movement Annual Progress Reports [available at <http://scalingupnutrition.org/resources-archive>]
- SUN Civil Society Network blog [<http://suncivilsociety.net.wix.com/suncsnblog>]
- SUN Civil Society Network web page of the SUN website [<http://scalingupnutrition.org/the-sun-network/civil-society-network>]
- A business case on funding to CSAs developed by SUN SCN Secretariat (currently as a draft - available upon request to the SCN Secretariat)

End Notes

- [1] WFP, UNOPS, WHO, UNICEF joint later.
- [2] Department for International Development (DFID), IrishAid, Swiss Agency for Development and Cooperation (SDC)
- [3] This includes Interest and Investment Income from Fund
- [4] Bangladesh, Burundi, El Salvador, Ghana, Guatemala, Guinea, Kenya, Kyrgyz Rep., Lao PDR, Madagascar, Malawi, Mali, Mozambique, Myanmar, Nepal, Niger, Nigeria, Peru, Rwanda, Senegal, Sierra Leone, Sri Lanka, Uganda, Zimbabwe.
- [5] Ethiopia, Pakistan, Tanzania, Togo, Zambia.
- [6] UNOPS, WFP, WHO, UNICEF
- [7] Department for International Development (DFID), IrishAid, Swiss Agency for Development and Cooperation (SDC)
- [8] The CSN Secretariat is referred to as the 'Global CSO network' in MPTF documents
- [9] **Strategic Objective 1:** Creating an enabling political environment, with strong in-country leadership, and a shared space where stakeholders align their activities and take joint responsibility for scaling up nutrition; **Strategic Objective 2:** Establishing best practices for scaling up proven interventions, including the adoption of effective laws and policies; **Strategic Objective 3:** Aligning actions around high quality and well-costed country plans, with an agreed results framework and mutual accountability; and **Strategic Objective 4:** Increasing resources towards coherent aligned approaches. (Please see the SUN Movement Strategy -2012-2015)
- [10] See section "Implementation Arrangements" for more information about the Steering Group
- [11] See section "Implementation Arrangements" for more information about the Steering Group
- [12] Bangladesh, Burundi, El Salvador, Ghana, Guatemala, Guinea, Kenya, Kyrgyz Rep., Lao PDR, Madagascar, Malawi, Mali, Mozambique, Myanmar, Nepal, Niger, Nigeria, Peru, Rwanda, Senegal, Sierra Leone, Sri Lanka, Uganda, Zimbabwe
- [13] Guatemala, Mozambique, Senegal, Tanzania, Bangladesh
- [14] This level of information will have to be accessed to through the MPTF Office
- [15] It is expected that the consultants will join the SUN Movement Global Gathering in Milano (20-21-22 October 2015) – especially the sessions dedicated to the new Strategy.
- [16] http://www.un.org/depts/OHRM/sds/lcp/English/resources_un.html the translation of the evaluation deliverables in English, Spanish, Russian, Arabic and Portuguese will be handled by the SUN Movement Secretariat but this will have to be taken into account in the evaluation timeframe.
- [17] <http://web.undp.org/evaluation/policy.shtml>
- [18] <http://www.uneval.org/document/foundation-documents>

Annex 2: The SUN Movement

Sources: The MPTF Management Committee ToR, MPTF Evaluation ToR and SUN Movement Strategy

In recent decades it has become evident that better nutrition – especially in pregnancy and early childhood - is the cornerstone of equitable development. Several nations have demonstrated impressive results through prioritizing nutrition in national development strategies and harnessing the energy of multiple stakeholders behind community-based programmes. Despite these successes at least one third of today's children are disadvantaged by chronic under-nutrition.

The Scaling Up Nutrition (SUN) Movement, established in September 2010, is a collaboration of stakeholders in governments, civil society, business, research groups and international organisations to encourage increased political commitment and programmatic alignment to accelerate reductions in under-nutrition. The emphasis is on women and children under two years of age.

The current institutional structure of the SUN Movement was established in early 2012 under the aegis of United Nations Secretary-General, Ban Ki Moon. At the heart of the Movement are the countries that have opted to join: so far there are 55. They have created an inclusive multi-stakeholder political movement for nutrition.

The stakeholders who support the SUN Countries have organized themselves into four networks (United Nations, Donors, Business and Civil Society) so that they better align their support for country priorities and programmes. These networks respond to the needs and specific gaps identified by national governments.

The Movement is steered by a Lead Group that includes 27 high level leaders from SUN Countries, civil society, business, donor agencies, foundations, alliances and international organizations convened by the UN Secretary General. It seeks to ensure the coherence and impact of the Movement, and is accountable for the way it responds to national needs.

Since 2012, the SUN Movement Secretariat has developed as a small coordinating mechanism operating under the strategic guidance of the Lead Group. It has no operational role, but seeks to link together countries and networks in the SUN Movement to ensure that support, requested in countries to intensify actions and achieve nutrition objectives, is received in a coordinated and coherent way. It also ensures that the Movement's progress is tracked efficiently and communicated clearly.

The SUN Movement Lead Group commissioned an Independent Comprehensive Evaluation (ICE) of the Movement in May 2014 with the purpose of assessing its relevance, efficiency and effectiveness and enabling an updated strategy to be developed. The ICE ran from June 2014 to January 2015. In April 2015, a response to the findings of the evaluation was issued: over half of SUN Government Focal Points contributed on behalf of their multi stakeholder platforms; SUN Networks' facilitators consolidated responses from their members and the SUN Movement Secretariat, whilst providing its own feedback, synthesised these responses.

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In April 2015, President Kikwete of Tanzania, a SUN Movement Lead Group member, hosted a multi-stakeholder meeting in Dar es Salaam to enable the deliberation of options for the future of the Movement. The SUN Movement Lead Group accepted the recommendations from the meeting and provided a steer to a Transitional Stewardship Team (TST) tasked to guide the development of the strategy. The Secretariat and a consultant have worked with the TST and Network facilitators to capture the strategic elements for the strategy. Forty-one SUN Government Focal Points and nearly 200 participants in their multi-stakeholder platforms provided input into shaping the strategy.

The currently on-going step is the development of a Roadmap and network work-plans to bring the strategy to life. This involves significant consultation with the Movement's stakeholders, including SUN Government Focal Points and the Movement's networks, to ensure realistic targets and outcomes that can be monitored. The process is being overseen by the SUN Movement Executive Committee and should be completed by April 2016.

Annex 3: Description of the SUN Movement Multi-Partner Trust Fund

This is an updated, partial version of Annex K of the SUN Movement Independent Comprehensive Evaluation (ICE) final report (Mokoro 2015), which was originally written by the SUN Movement MPTF Team Leader when he was a member of the SUN Movement ICE team.

A3.1 Origins of the MPTF

The origins of the SUN Movement MPTF are described in the background to the document “Key Decisions on MPTF TORs and Rules of Procedure” (SUN MPTF MC minutes July 2012).

In 2011, when there were 18 countries in the SUN Movement, the SUN Civil Society Network received financial support from the SUN Movement Donor Network to develop proposals for increased civil society capacity for scaling up nutrition in countries. Over 200 CSOs and stakeholders were involved in the preparation of 11 proposals for financial support to civil society alliances in 11 SUN countries. These were complemented with one proposal for coordination and management work within the Civil Society Network. The proposals were shared with the Donor Network in September 2011. Following dialogue between the Civil Society and Donor networks, revised proposals were submitted in April 2012. The total requested for the 11 civil society alliances and global function was USD 10.3 million. In addition, a number of donors provided funding for civil society alliances at country level – to the tune of \$827,000.

Early in 2012 the SUN Movement Secretariat was requested to set up a mechanism through which funds could be received, the proposals could be reviewed, grants could be provided as appropriate and groups would be identified that would be ready to support implementation. This was the stimulus for the creation of the SUN Multi-Partner Trust Fund (MPTF) a means to provide catalytic support for priority actions by SUN Movement stakeholders as a last resort.

Swiss government funding was made available to meet the civil society request, but it needed to be committed before the end of the 2011 financial year. Therefore, a fund had to be established rapidly. A pooled fund administered by the UN MPTF Office was considered to be the quickest mechanism to establish.

In March 2012 the SUN Movement Multi-Partner Trust Fund (MPTF) was established by Participating UN Organizations (PUNOs) and contributing partners. It was formulated in response to a perceived gap in funding for country-level platforms, particularly those pertaining to the civil society alliances. As noted on the SUN website:

Resources for Scaling Up Nutrition in SUN countries are usually mobilized at country level from national budgets or through agreements with development partners. Funds for some in-country activities – particularly catalytic actions by national authorities and

participation of in-country civil society groups within national SUN platforms – have not proved easy to mobilize in-country¹.

A3.2 Purpose of the MPTF

The Terms of Reference of the SUN Movement MPTF state the purpose of the Fund as follows:

The SUN Movement MPTF is designed to ensure that catalytic grants reach governments, UN agencies, civil society groups, other SUN partners and support organizations. The SUN MPTF will enable partners to contribute finances that will facilitate the development and implementation of government or stakeholder actions for scaling up nutrition within the parameters of the Scaling Up Nutrition Movement’s Strategy as approved in September 2012 and its Road Map.

It is not designed to be a vertical nutrition fund for large scale investments in food and nutrition security, nor to replace existing funding pathways at country level- it is a fund to be used for catalytic actions to enable, initiate or develop SUN Movement activity at country or regional level, and provide appropriate global-level support, when other funding is not available. (SUN MPTF 2012a)

The SUN Movement MPTF supports three primary areas of work, with three corresponding funding windows:

- Window I: Support for initial SUN actions at country level to galvanize their commitments to the principles of the Movement;
- Window II: Support for mobilizing of Civil Society to contribute to the goals of the SUN Movement; and
- Window III: Support for global SUN strategic efforts.

Annex 2 of the 2013 SUN Movement MPTF Annual Report (SUN 2013) presents the MPTF Log Frame and Window II Theory of Change. The key areas of change identified in the Window II Theory of Change are:-

1. Coordinated Civil Society Alliances (CSAs) in SUN countries;
2. CSAs advocate effectively;
3. CSAs participate in national platforms for scaling up nutrition;
4. CSAs contribute to better accountability in SUN countries; and
5. The collective of CSAs are a functioning learning network (i.e. The global SUN Civil Society Network).

¹ <http://scalingupnutrition.org/about/how-is-the-movement-supported/sun-mptf>

A3.3 Governance arrangements

The Management Committee (MC) has the responsibility for reviewing funding proposals and deciding on the allocation of funds. The Coordinator of the SUN Movement serves as Chair of the MC. The MC is composed of all UN Organizations participating in the SUN Movement MPTF, including WFP, UN REACH, WHO, and UNOPS and, and the funds contributors, namely DFID, Irish Aid and Swiss Agency for International Development. FAO and UNICEF together with CSN facilitators participate as observers. Other organizations may be invited by the MC to join.

The SUN Movement MPTF is administered by the Multi-Partner Trust Fund Office (MPTF Office) which is hosted by UNDP. The Administrative Agent is the appointed administrative interface between the Participating UN Organizations (PUNOs) and the donors. The MPTF Office is an ex officio member of the MC.

The SUN Movement Secretariat (SMS) supports the work of the MC through its roles as SUN Movement MPTF Secretariat. This includes reviewing and assessing proposals submitted, as well as collating lessons learned from the initiatives supported. The SMS is also tasked with developing and implementing an effective knowledge management system and to ensure consistency between decisions of the SUN Lead Group and the catalytic support function of the MPTF.

A3.4 Fund allocation process

A summarised account of the funding allocation process is presented below:

- 1) Donors provide funds to the MPTF Office.
- 2) The MC agrees criteria for allocating funds and the amount available per Call for Proposals.
- 3) Periodically, the SMS issues a Call for Proposals.
- 4) Proposals are submitted to the SMS which reviews them against the agreed criteria and makes recommendations to the MC.
- 5) The MC agrees on the allocation of funds.
- 6) The MPTF Office disburses funds to the respective PUNOs (UNOPS, WHO, UNICEF, and WFP) who are legally responsible for the use of the funds.
- 7) The PUNO transfers the funds to the Implementing Partner (IP), in the case of Window II this is the CSA or a member organization when the CSA is not established as a legal entity.

A3.5 Overview of income and allocations

The table below presents the sources of income and the allocations to projects.

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Table A3.1 Current status of MPTF funds received and allocated

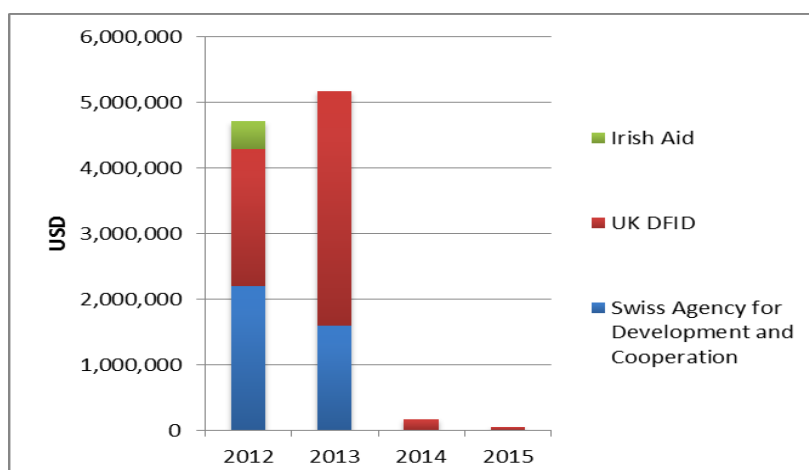
Total source of funds		10,121,384
DFID		5,860,091
Irish Aid		429,485
Swiss Agency for Development & Cooperation		3,798,083
Interest & investment income		33,726
Total use of funds		9,968,811
<i>Projects</i>		
Window I:	Learning Routes	642,000
	Budget tracking	320,000
Window II:	24 Civil Society Alliances	7,606,115
	CSN Secretariat (3 allocations)	1,036,055
Window III:	SUN Movement M&E baseline report	60,000
	SUN Movement MPTF evaluation	203,424
<i>Sub-total projects</i>		<i>9,867,594</i>
<i>Administration</i>		
Refunds from PUNOs		-99
MPTF admin fee		100,877
Bank fees		439
<i>Sub-total admin</i>		<i>101,217</i>
Balance remaining in MPTF		152,574

As of 16th February 2016, values in USD. Source: UN MPTF Office Gateway

A3.6 Contributions

The MPTF has been reliant on a small base of three donors, who provided the bulk of their funding in 2012 and 2013. There was no active fundraising during 2014 and 2015 because of the uncertainty about the future of the SUN Movement, prior to the completion of the ICE and subsequent decision-making process. Some donors were unable to contribute because they have a 7% ceiling on administrative costs, and the MPTF's administrative costs, in practice exceed this (7% for PUNOs + 1% for MPTF Office).

Donors to SUN MPTF 2012-2015



Source: UN MPTF Office Gateway

A3.7 Allocations

Table 3.6 at the end of this Annex provides details of all the projects funded by the SUN Movement MPTF. Although the SUN Movement MPTF ToR state that the MPTF is intended to provide catalytic grants to “governments, UN agencies, civil society groups, other SUN partners and support organizations”, the vast majority of the funds allocated to projects (88%) have supported civil society participation and actions (24 CSAs + CSN Secretariat) through Window II.

Window I

Resources from SUN Movement MPTF Window I have been utilized to support: (1) a pilot project led by the PROCASUR Corporation to improve sharing and learning initiatives between national SUN multi-stakeholder platforms; (2) workshops to support countries to track budget allocations for nutrition across different sectors as part of the SUN Movement Community of Practice 1 on Planning, Costing, Implementing and Financing Multi-sectoral Actions for Improved Nutrition.

Window II

Window II is providing financial support to civil society actors in 24 countries. Support was also granted to the SUN Civil Society Network Secretariat. Grants to the 24 Civil Society Alliances average USD 317,00 (range: USD 209,059 – USD 535,000) and cover project periods of 18 – 33 months. The grants do not cover 100% of budgets of CSAs. One of the criteria for allocation of funds was that CSAs had co-funding. The funds are intended primarily for Secretariat costs and advocacy activities (developing strategies etc.), not programme implementation.

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Window III

Window III enabled the development of the SUN Movement Monitoring and Evaluation (M&E) Framework that was finalized in April 2013. An initial Baseline Study was finalized in June 2013. This baseline was intended to serve as a reference point against which future progress and achievements in terms of impact, outcome and output could be captured. The costs of the SUN Movement MPTF independent evaluation were also covered through this window.

Administration fees

Allocations for projects include a 7% administration fee for the Partner UN organisation, which channels the funds to the implementing partner. In total, this equals USD 690,731. The MPTF Office charges a 1% administration fee. Therefore, USD 791,608 (8%) of the total funds allocated has been spent on administrative costs. The SMS does not charge an administration fee for its role as technical secretariat.

A3.8 Disbursements

Once the MC has made decisions on the allocation of funds, the MPTF Office transfers funds to the Head Offices of the PUNO. The table below shows the amount of funds passing through each PUNO.

Table A3.2 MPTF funds channelled per PUNO

Data as of 17 Feb 2016 All amounts in US\$			
Organization	Approved budget	%	of
WHO	1,048,600.00	10.6%	
UNICEF	1,656,543.40	16.8%	
UNOPS	2,433,678.65	24.7%	
WFP	4,728,772.00	47.9%	
TOTAL	9,867,594.05		

Source: UN MPTF Office Gateway

In their third meeting, the SUN MPTF MC decided that:

In accordance with the Administrative Agent Protocol, the MPTF Office will arrange transfer of funds to PUNOs within 3-5 business days following the receipt of all documentation including the Transfer Request Form signed by the Chair of the MPTF and duly signed Project Proposals. ...

The PUNOs should make the first annual transfer to CSAs within 2 weeks from the receipt of funds from MPTF Office. If major delays are likely to occur (e.g. due to closure of the fiscal year, key staff absences, major vacation breaks), the timelines will be communicated to CSAs. (SUN MPTF 2012j).

The table below reveals that for funds for 23 CSAs (not including Nigeria), on average there was a 6.5 month delay between the decision by the MC and the date of transfer to the Implementing Partner. On average, there was a 2.8 month delay between the MC decision and the date of transfer to the PUNO and a 3.7

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month delay between the date of transfer to the PUNO and the transfer to the IP.

Table A3.3 Average time lags in MPTF disbursements

	Approximate Time Lag between MC approval and transfer to PUNO	Approximate Time Lag between receipt of funds by PUNO and first transfer to IP
Total CSA Proposals	23	23
Total Months	62.5	83.2
Average Months	2.83	3.69
Total Months between MC approval and transfer to IP		6.52

Source: MPTF data, analysis by the evaluation team

However, the delays in the transfer of funds from PUNO to the IPs have improved significantly since the first funding approvals in August 2012, which took on average 5.5 months. Subsequent transfers have averaged less than 3 months.

Table A3.4 Evaluation of time lags in MPTF disbursements over time

Approval date (by MC)	Total # of approvals	Time lag MC approval – MPTF office (months)	Time lag – MPTF to PUNO to IP (months)
August 2012	7	4.6	5.5
December 2012	2	1.6	2.3
November 2013	11	2.15	2.93
March 2014	3	1.07	2.60

Source: MPTF data, analysis by the evaluation team

The time delay between transfers of funds from PUNO to the IP varies by PUNO. Transfers from UNICEF were on average the quickest, followed by UNOPS and WFP. Transfers from WHO were the most prone to delays.

Table A3.5 Time lag between PUNO and IP

Agency	Number of transfers	Average Time lag (PUNO – IP)(months)
WFP	14	3.48
WHO	2	7.82
WHO/PAHO	1	5.06
UNOPS	2	2.76
UNICEF	4	2.07

Source: MPTF data, analysis by the evaluation team

A number of reasons for these delays were reported to the evaluation team.

PUNOs require IPs to have correct legal status and an MOU with the PUNO which meets the individual PUNO's requirements. In cases where these MOUs are not already in place, and work to draw them up doesn't begin until the funding has been approved, substantial delays have arisen. Some delays have also been a result of a lack of clarity on the expected roles and responsibilities of PUNOs and IPs, and confusion over entitlement to indirect cost recovery. For example, throughout the finalisation process of the nine projects approved in late 2012 and the additional 12 approved in 2013, delays in fund transfer occurred where issues arose in relation to the ability of IPs to recover indirect costs that they had incurred whilst carrying out project activities. The MoU between the PUNOs and the Administrative Agent of the Fund allows only for indirect cost recovery through the 7% set aside by PUNOs for their own indirect costs. Funds approved for projects by IPs are assumed to be grants, consisting entirely of direct costs.

A3.9 Accountability

The MPTF Office developed a dedicated web page on the MPTF Office Gateway to ensure appropriate transparency and accountability: It contains real-time information on donor commitments and deposits, transfers to the Participating UN Organizations, and annual expenditure. Summaries of Management Committee decisions, project information and periodic progress reports are posted on the SUN Movement MPTF website.

In November 2013, the MC requested that the global SUN Civil Society Network start working on a paper to analyse the catalytic role of the SUN MPTF in terms of CSA impact at country level with regard to the five outcome areas spelt out in the SUN MPTF log frame, while compiling lessons learnt for improvement, dissemination and additional fundraising. In the end the MC agreed that the 2013 MPTF Annual Report would fulfil that requirement.

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Table A3.6 SUN Movement MPTF Funded Projects

SUN Movement MPTF Funded Projects									
Data as of 16 Feb 2016, All amounts in US\$									
	Approved budget	Expenditure	% spend	Start date	Original end project	New end project	Extension (months)	PUNO	Implementing Partner
WINDOW I									
Learning Routes	642,000	618,828.78	96%	01-Feb-14	31-Jan-15	30-Apr-15	3	UNOPS	PROCASUR Corporation
Budget tracking	320,000	0.00	0%	01-Mar-15	31-Aug-16	31-May-16	9	UNICEF	UNICEF
<i>Sub-total</i>	<i>962,000</i>	<i>618,828.78</i>	<i>64%</i>						
WINDOW II									
Bangladesh	535,000	384,105	72%	07-Dec-12	30-Sep-15	30-Sep-15	0	WFP	BRAC
Burundi	209,059	106,850	51%	10-Apr-14	31-Dec-15	31-Jan-16	1	WFP	World Vision
El Salvador	299,600	113,858	38%	17-Dec-13	31-Dec-15	30-Jun-16	6	WHO/PAHO	Calma
Ghana	374,500	312,200	83%	25-Jan-13	31-Dec-15	31-Dec-15	0	WFP	HAG
Guatemala	428,000	148,217	35%	20-Feb-13	31-Dec-15	31-Dec-16	12	WHO	Save the Children
Guinea	289,000	134,542	47%	18-Feb-14	31-Dec-15	30-Jun-16	6	UNICEF	Fondation Terre des Hommes
Kenya	299,600	72,557	24%	07-Feb-14	31-Dec-15	30-Jun-16	6	UNICEF	World Vision
Kyrgyzstan	235,400	92,968	39%	07-Feb-14	31-Dec-15	30-Jun-16	6	UNICEF	Innovative Solutions
Lao PDR	267,500	182,343	68%	07-Mar-14	31-Dec-15	31-Dec-16	12	UNOPS	Plan International
Madagascar	299,600	141,100	47%	03-Mar-14	31-Dec-15	31-Mar-16	3	WFP	Action Contre la Faim
Malawi	428,000	330,617	77%	11-Dec-12	31-Dec-15	31-Dec-16	12	WFP	Concern Worldwide
Mali	374,500	373,422	100%	12-Feb-13	31-Mar-15	31-Mar-15	0	WFP	OMAES
Mozambique	428,000	389,277	91%	07-Dec-12	30-Jun-15	30-Jun-15	0	WFP	ANSA
Myanmar	224,700	224,700	100%	23-Jan-14	31-Dec-15	30-Jun-16	6	UNOPS	Save the Children
Nepal	428,000	292,921	68%	02-Jul-13	31-Dec-15	31-Mar-16	3	WFP	Save the Children Nepal
Niger	428,000	299,102	70%	11-Dec-12	31-Dec-15	30-Sep-16	9	WFP	FORSANI
Nigeria	212,943	0	0%	10-Feb-15	31-Dec-15	31-Dec-16	12	UNICEF	Assoc. of Public Health Physicians

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Peru	278,200	154,099	55%	18-Dec-13	31-Dec-15	31-Dec-15	0	WFP	Care
Rwanda	240,750	109,216	45%	01-May-14	30-Nov-15	31-Dec-15	1	WFP	Catholic Relief Services
Senegal	212,963	128,002	60%	07-Apr-14	30-Nov-15	30-May-16	6	WFP	Eau Vie Environment
Sierra Leone	299,600	107,332	36%	21-Feb-14	31-Dec-15	30-Jun-16	6	UNICEF	FOCUS 1000
Sri Lanka	235,400	133,640	57%	23-Jan-14	31-Dec-15	30-Jun-16	6	WFP	Save the Children
Uganda	321,000	141,200	44%	11-Dec-12	31-Dec-15	30-Jun-16	6	WHO	World Vision
Zimbabwe	256,800	151,358	59%	11-Feb-14	31-Dec-15	30-Jun-16	6	WFP	Progressio
CSN Secretariat	1,036,055	811,765	78%	24-Jun-13	30-Dec-15	30-Sep-16	9	UNOPS	Save the Children
<i>Sub-total</i>	<i>8,642,170</i>	<i>5,335,392</i>	<i>62%</i>						
WINDOW III									
M&E Baseline	60,000	59,900	100%	01-Jan-13	31-May-13	31-May-13	0	UNOPS	MDF Training and Consultancy
SUN MPTF									
evaluation	203,424	0	0%	24-Sep-15	29-Feb-16	31-Mar-16	1	UNOPS	UNOPS
<i>Sub-total</i>	<i>263,424</i>	<i>59,900</i>	<i>23%</i>						
TOTAL	9,867,594	6,014,121	61%						

Annex 4: Evaluation methodology

A4.1 Origins of the Evaluation

The Management Committee of the SUN Movement MPTF commissioned an evaluation of the MPTF to provide both an assessment of the current MPTF as well as a set of forward-looking recommendations. These recommendations will inform the Management Committee decisions in designing the forthcoming (if any) funding mechanism for the SUN Movement and to strengthen the role this mechanism could have in contributing to the new strategy of the SUN Movement (2016-2020). The evaluation follows on from the Independent Comprehensive Evaluation (ICE) of the Scaling Up Nutrition (SUN) Movement published in May 2015, which included a brief review of the MPTF (see Annex K in Mokoro 2015).

A4.2 Evaluation Objectives

The purpose and objectives of the evaluation are set out in detail in the ToR (Annex 1). They can be summarised as follows:-

To assess the performance of the MPTF in contributing to the four Strategic Objectives of the SUN Movement².

To assess the need for, and propose options for, any future catalytic, last resort fund at global level.

The more detailed elements of the purpose and objectives spelled out in the ToR are reflected in the evaluation questions presented in Annex 6.

A4.3 Evaluation scope and depth

The evaluation covers the whole period of implementation since the establishment of the SUN Movement MPTF in March 2012 until the start of the evaluation. It assessed the need for, and design of, any future catalytic, resort global fund, taking into account the strengths and weaknesses of other existing funding mechanisms.

The evaluation assessed the relevance, effectiveness, efficiency and sustainability of all 28 projects funded by the SUN Movement MPTF across the three funding

² **Strategic Objective 1:** Creating an enabling political environment, with strong in-country leadership, and a shared space where stakeholders align their activities and take joint responsibility for scaling up nutrition; **Strategic Objective 2:** Establishing best practices for scaling up proven interventions, including the adoption of effective laws and policies; **Strategic Objective 3:** Aligning actions around high quality and well-costed country plans, with an agreed results framework and mutual accountability; and **Strategic Objective 4:** Increasing resources towards coherent aligned approaches. (please see the SUN Movement Strategy -2012-2015)

windows. As described below, five of the Civil Society Alliance projects were evaluated in depth through country field visits.

The evaluation assessed the role and work of the SUN Movement MPTF governance structures, i.e. the Management Committee and the SUN Secretariat (specifically in its role as MPTF technical secretariat) as well as its fund administration structures (i.e. the MPTF Office specifically in its role as administrative agent³; the Participating UN Organisations; and the Implementing Partners). The role and work of the CSN Secretariat, including its contribution to the management of the MPTF, was evaluated as one of the 28 funded projects.

The issues evaluated are reflected in the evaluation criteria and questions presented in Annex 6. As requested in the ToR, the evaluation considered all aspects of the current SUN Movement MPTF and alternative funding mechanisms.

A4.4 Evaluation criteria

The evaluation ToR state that: “the evaluation will at a minimum cover the criteria of: relevance, effectiveness, efficiency and sustainability of the current SUN Movement MPTF... and when looking at the future (if any) of the MPTF and of alternative pooled financing models”.

The standard OECD DAC criterion of impact is not included because the Management Committee recognised that there has been too short a timeframe for the MPTF to achieve the impact defined in the Logframe.

In addition to the criteria referred to in the evaluation ToR, the Evaluation Team assessed: the coverage of catalytic funding needs in the SUN Movement by the MPTF.

A4.5 Evaluation questions

The Evaluation Questions that formed the basis of the evaluation are presented in Annex 6. The Evaluation Questions provided a comprehensive guide for the evaluation. They were used to guide literature reviews, interviews and group discussions during the course of the evaluation.

During the Inception Phase members of the evaluation Steering Group identified the most important questions that the evaluation should answer. Their responses are summarised in the Box below.

³ The Evaluation assessed the role and work of the MPTF Office in the administration of the SUN MPTF but not the overall UNDP MPTF architecture.

Priority evaluation questions

Current MPTF

- To what extent has the MPTF contributed to progress in relation to the four SUN Movement Strategic Objectives?
- What factors have influenced the performance of the MPTF?

Future

- Is there a future need for a catalytic, last resort fund at global level?
- If yes, what are the options?

These priority questions are consistent with the purpose and objectives of the evaluation and the evaluation questions outlined in the ToR.

A4.6 Evaluation approach and methods

In order to answer the evaluation questions, the team members undertook the following activities:

Inception Phase: Between 4th – 20th September, the evaluation team conducted a review of the most important literature, held Skype interviews with members of the Evaluation Steering Group and undertook a brief stakeholder analysis. These activities informed the prioritisation of evaluation questions and the finalisation of the methodology, including stakeholder mapping, selection of in-depth case studies and the potential survey⁴.

Project reviews: The project reviews focused on evaluation questions 1.1.1. – 1.1.7 and 1.2.1. – 1.2.4. The 28 projects were divided between the team members. We reviewed the relevant literature (see Bibliography in Annex 7) and interviewed key informants (see Annex 8 for a full list of interviewees).

In depth case studies: the evaluation ToR stated that the evaluation team should undertake up to a maximum of 5 in-depth case studies, including country visits. Building upon the proposals presented in the evaluation ToR and in consultation with members of the evaluation Steering Group, the criteria identified for CSA case study selection were as follows:

- Geographical distribution
- At least one country with a fragile political environment
- CSAs from both Phase 1 and 2 funding allocations

⁴ The Inception Report can be found on the SUN Movement website at the following link: <http://scalingupnutrition.org/wp-content/uploads/2015/10/SUN-MPTF-Evaluation-Inception-Report.pdf>

- A range of PUNOs
- At least one country with REACH presence
- A range of Implementing Partners (at least one local NGO)
- At least one project with a high size of grant (>\$400k)
- Exclude CSAs about which the evaluation team have good analysis from the ICE and the CSN alignment study

See the Matrix at the end of this Annex for an analysis of all 24 CSAs against the selection criteria. The application of these criteria during the Inception Phase suggested the following case study countries: Guatemala; Lao PDR; Mali and Zimbabwe. Ultimately, Malawi was added to the list and El Salvador replaced Mali.

Originally the evaluation team estimated that it would be possible to undertake 4 case studies in the time available. Given that the evaluation was progressing well at the time of the Interim Report and by combining two field visits in one trip to countries in close proximity, it was decided to conduct 5 case studies. Malawi would complement the others according to the criteria. There is a different Implementing Partner (IP) to other case studies and the size of the grant is at the higher end of the range. A number of interviewees suggested that the Malawi CSA could have useful lessons to share with others. The SMS confirmed that there were sufficient funds in the evaluation budget for this additional case study.

It was decided to replace Mali with El Salvador due to the security incident that occurred on 20th November 2015⁵. Given that the visit to Guatemala was planned for the week of the 30th November and it was decided that the evaluator would go on to El Salvador during the following week to undertake a case study of the CSA there.

During each country visit, the team member spent up to 5 working days in the country, having undertaken the desk based project review in advance. The desk-based review included a stakeholder mapping and the identification of priority issues to be explored. The case studies provided a key opportunity to explore the validity of the Window II Theory of Change.

Governance and administrative analysis: The purpose of the governance and administrative analysis (evaluation questions 1.2.5 – 1.2.12) was to evaluate the extent to which the SUN MPTF decision-making and resource distribution mechanisms enabled high quality projects and outcomes and were effective and efficient in their functioning. Literature was reviewed, including Terms of

⁵ <http://www.bbc.com/news/world-africa-34877069>

Reference, Management Committee minutes, SMS documents, and interviews were held with key informants. The analysis also examined the influence that other global mechanisms have played (or not played) in facilitating the desired outcomes of MPTF funding.

Future needs analysis: This analysis sought answers to evaluation questions 2.1 – 2.6. Literature was reviewed and key informants interviewed regarding catalytic funding needs in relation to the SUN Movement 2.0 strategy; funding opportunities at country, regional and global levels; and the relative pros and cons of different global funding mechanisms.

The SUN Movement Global Gathering, Milan, 20-22 October 2015⁶: provided a critical opportunity to conduct face-to-face interviews and group discussions with key stakeholders. Two group discussions were held: one with donor representatives and one with government representatives both from countries in which CSAs had received MPTF funds as well as countries which had not received MPTF funds. The evaluation team members also observed relevant plenary sessions and workshops in order to enhance their understanding of the broader context as well as to attain any relevant information relating to the MPTF and future funding needs. The information collected during the Global Gathering is feeding into the project reviews, governance and administrative analysis and consideration of future funding needs and options.

A4.7 Limitations and constraints of the evaluation

The main constraint experienced by the Evaluation Team was the poor quality of quarterly and annual reports submitted by Implementing Partners to PUNOs and by PUNOs to the Management Committee.

On the other hand, CSAs, the CSN and the other funded projects have produced a large number of documents that provide information about activities and evidence outputs and results. We were also able to consult with a large number of key informants who could provide information and opinions from a diverse range of perspectives. This helped verify and fill gaps in information in reports, enabled us to triangulate findings and provides a strong basis for conclusions and recommendations.

The analysis focuses on MPTF funded CSAs whereas the analysis of non-funded CSAs is limited. However, we believe that the latter analysis does provide sufficient evidence of the added value of MPTF funding.

⁶ <http://scalingupnutrition.org/about/annual-global-gathering/global-gathering-2015>

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It was difficult to assess the contribution of MPTF funding as there was very limited information available on the overall funding needs and income of CSAs (taking into account other sources of financial and in-kind support). However, we feel confident in the conclusion that MPTF funds contributed a high percentage of overall income and CSAs would have struggled to achieve the same results, or even failed to have become established without MPTF funds.

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Selection of field visit countries

	Region	Category	Fragility ⁷ Score	Start date	Duration (months)	PUNO	REACH	Implementing Partner	Size of grant	Amount of existing info ⁸	
	Bangladesh	South Asia	Alert	91.8	07/12/2012	36	WFP	Yes	BRAC	\$535,000	H
	Burundi	Central Africa	Alert	98.1	10/04/2014	18	WFP	Yes	World Vision	\$209,059	L
	El Salvador	LAC	Warning	71.4	17/12/2013	24	WHO	No	Calma	\$299,600	L
	Ghana	West Africa	Warning	71.9	25/01/2013	36	WFP	Yes	HAG	\$374,500	L
	Guatemala	LAC	High Warning	80.4	20/02/2013	36	WHO	No	Save the Children	\$428,000	L
	Guinea	West Africa	High Alert	104.9	18/02/2014	24	UNICEF	No	Fondation Terre des Hommes	\$289,000	L
	Kenya	East Africa	Alert	97.4	07/02/2014	23	UNICEF	No	World Vision	\$299,600	H
	Kyrgyzstan	Central Asia	High Warning	82.2	07/02/2014	23	UNICEF	No	Innovative Solutions	\$235,400	L
	Lao PDR	SE Asia	High Warning	84.5	07/03/2014	22	UNOPS	No	Plan International	\$267,500	L
	Madagascar	Sthn Africa	High Warning	83.6	03/03/2014	22	WFP	No	Action Contre la Faim	\$299,600	L
	Malawi	Sthn Africa	High Warning	86.9	11/12/2012	36	WFP	No	Concern Worldwide	\$428,000	L

⁷ Source: The Fund for Peace Fragile States Index 2015. <http://fsi.fundforpeace.org>

⁸ This refers to the amount of data already available to the SUN MPTF Evaluation Team from the ICE and the research study on civil society alignment with SUN efforts carried out by the Team Leader (report forthcoming).

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Mali	West Africa	Alert	93.1	12/02/2013	24	WFP	Yes	OMAES	\$374,500	L
Mozambique	Sthn Africa	High Warning	86.9	07/12/2012	32	WFP	Yes	ANSA	\$428,000	H
Myanmar	SE Asia	Alert	94.7	23/01/2014	24	UNOPS	No	Save the Children	\$224,700	L
Nepal	South Asia	Alert	90.5	02/07/2013	30	WFP	Yes	Save the Children Nepal	\$428,000	H
Niger	West Africa	Alert	97.8	11/12/2012	36	WFP	Yes	FORSANI	\$428,000	L
Nigeria	West Africa	High Alert	102.4	10/02/2015	23	UNICEF	No	Association of Public Health Physicians	\$212,943	L
Peru	LAC	Warning	71.9	18/12/2013	24	WFP	No	Care	\$278,200	H
Rwanda	Central Africa	Alert	90.2	01/05/2014	20	WFP	Yes	Catholic Relief Services	\$240,750	L
Senegal	West Africa	High Warning	83	07/04/2014	18	WFP	No	Eau Vie Environment	\$212,963	H
Sierra Leone	West Africa	Alert	91.9	21/02/2014	23	UNICEF	Yes	FOCUS 1000	\$299,600	H
Sri Lanka	South Asia	Alert	90.6	23/01/2014	24	WFP	No	Save the Children	\$235,400	L
Uganda	East Africa	Alert	97	11/12/2012	36	WHO	Yes	World Vision	\$321,000	L
Zimbabwe	Sthn Africa	High Alert	100	11/02/2014	23	WFP	No	Progressio	\$256,800	L

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Annex 5: SUN MPTF chronology

Year	Month	Event
2012	February	Standard Administrative Arrangement for Multi-Partner Trust Fund Using Pass-Through Fund Management: Memorandum of Understanding between Participating UN Organizations and the United Nations Development Programme regarding the Operational Aspects of a Scaling Up Nutrition Movement (SUN Movement) Multi-Partner Trust Fund.
2012	March	Start Date: The original SUN Movement Multi-Partner Trust Fund (MPTF) Memorandum of Understanding was signed by three Participating UN Organizations (UNOPs, WHO and WFP) and contributing partners.
2012	July	Management Committee (MC) Meeting: Key decisions on MPTF Terms Of Reference and Rules of Procedure.
2012	August	Management Committee Meeting: The first funding allocation proposal was reviewed and approved under Window II. This allocation of funds included: <ul style="list-style-type: none"> • Bangladesh: US\$ 535,000 to BRAC in Bangladesh with UNREACH serving as PUNO; • Guatemala: US\$ 428,000 to Save the Children Guatemala with PAHO serving as PUNO; • Malawi: US\$ 428,000 to Concern Worldwide in Malawi with WFP serving as PUNO; • Mozambique: US\$ 428,000 to ANSA in Mozambique with UNREACH serving as PUNO; • Nepal: US\$ 428,000 to Save the Children Nepal with UNREACH serving as PUNO; • Niger: US\$ 428,000 to FORSANI in Niger with UNREACH serving as PUNO; and • Uganda: US\$ 321,000 to World Vision with WHO serving as PUNO.
2012	September	The Terms of Reference of the MPTF state the purpose of the Fund as follows: The SUN Movement MPTF is designed to ensure that catalytic grants reach governments, UN agencies, civil society groups, other SUN partners and support organizations. The SUN MPTF will enable partners to contribute finances that will facilitate the development and implementation of government or stakeholder actions for scaling up nutrition within the parameters of the Scaling Up Nutrition Movement’s Strategy as approved in September 2012 and its Road Map.
2012	December	Management Committee Meeting: The MC agrees on the following funding allocations: USD 350,000 to OMAES in Mali; USD 350,000 to Ghana Alliance against Hunger and Malnutrition in Ghana; USD 500.000 to Save the Children UK for Global SUN CS proposal. The total allocation of funding equivalent to USD \$1,200,000 under Window 2 of the SUN MPTF with additional 7% to be charged by Participating Organizations for their oversight function. Also, the meeting clarified that REACH could not act as a PUNO, though initial stated in some of the CSA/CSO project designs.

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Year	Month	Event
2013	April	Bangladesh: (through the CSA via WFP) has received one of the biggest grants to date from the MPTF. This funding, available from April 2013 to December 2015, has strengthened the dynamism and networking of the CSA. From the secretariat at BRAC the CSA has been active in advocacy and networking, for example on breastfeeding. The CSA is also taking part in the development of a national advocacy and communication strategy on nutrition.
2013	May	Management Committee Meeting: The MPTF Office and the SMS Secretariat incorporates suggestions by members of the Management Committee into the final SUN MPTF progress report for fiscal year 2012. The report was circulated to members of the Committee by the chair in its final version and published on all relevant websites. It was clarified that REACH could not be a PUNO.
2013	May	The 2012 Annual Report: states that during the reporting period covered by this report, the SUN Movement MPTF received a total of US\$ 4.71 million in total contributions from three contributors. In December 2012 the MPTF Office, as Administrative Agent, transferred a total of US\$ 2.14 million to Participating UN Organizations for approved projects. These funds enabled civil society alliances to start their work in 5 countries.
2013	May	Mozambique: MPTF funding was provided to Mozambique to the tune of USD 424,000. The funding is channelled through a local nutrition NGO, ANSA. The objectives of the project are to: create a CS network which has active participation of its members; advocate for nutrition – for the theme as well as for resources; monitoring the Government and also for aligning CSO priorities with those of the Government; and sensitization – listening to the beneficiaries and doing the feedback into national processes.
2013	July	Guatemala: SUN approved a fund of USD 428,000 through MPTF to strengthen Scaling Up Nutrition through civil society in Guatemala. The funding is targeted at: strengthening monitoring of the nutrition response by CS; developing a strategy for the civil society response; putting in place a mobilization and information campaign about the 1000 day window. The MPTF funding is channelled to Save the Children Guatemala to manage on behalf of CS. Stakeholders stressed the importance of a stronger and more unified CS engagement. From the engagement with CS the evaluation team was left with strong impression however, that the approach to the use of the MPTF funding is to deal with it as another project. The communication component was being used, among other things, for the production of glossy materials on SUN and the CS involvement.
2013	October	Call for Proposals: Eighty-three applications were received by the SMS. Sixteen were taken to the Management Committee, twelve were approved, and some were asked to provide more information.
2013	November	Management Committee Meeting: The MC decided to allocate: Window I: USD 642,000 to PROCASUR Corporation for two “Learning Routes”. Window II: USD 2,985,407 to 11 CSAs and an additional USD 321,000 to the CSN Secretariat.
2013	December	Revised Memorandum of Understanding: A revised SUN Movement MPTF Memorandum of Understanding was signed and UNICEF joined as a PUNO (Participating UN Organization).

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Year	Month	Event
2014	March	Management Committee Meeting: The MC approved: Window II: US662, 772 to 3 CSAs.
2014	May	The 2013 Annual Report: presents the MPTF Log Frame and Window II Theory of Change. ⁹ The key areas of change identified in the Window II Theory of Change are: <ol style="list-style-type: none"> 1. Coordinated Civil Society Alliances (CSAs) in SUN countries; 2. CSAs advocate effectively; 3. CSAs participate in national platforms for scaling up nutrition; 4. CSAs contribute to better accountability in SUN countries; and 5. The collective of CSAs are a functioning learning network (i.e. The global SUN Civil Society Network).
2014	July	Management Committee Meeting: Updates on the funding balance of SUN Movement MPTF. Mapping of the internal due diligence for the funds disbursements: Between March 2012 and July 2014, the SUN Movement MPTF received a total of US\$ 9,870,287 from 3 donors: <ul style="list-style-type: none"> • DFID \$ 5.7 million; • Swiss Agency for Development and Cooperation \$ 3.8 million; and • Irish Aid \$ 429,485 Based on the approval of the Management Committee, the MPTF Office transferred US\$ 8,951,172 for a total of 26 approved projects.
2014	November	Supplementary Guidance Note on Rules and Procedures was drafted and subsequently approved in early 2015.
2014	November	Management Committee Meeting: This was the first face-to-face Management Committee Meeting. At the time, it was decided that a comprehensive, independent evaluation of the SUN MPTF would be carried out in 2015.
2015	January	Management Committee Meeting: It was agreed to: Window I: allocate US\$ 320,000 of MPTF resources to support SUN countries with the project “Addressing gaps on multisectoral costing and financial tracking for nutrition” through the Community of Practice 1 on Planning, Costing, Implementing and Financing Multi-Sectoral Actions for Improved Nutrition. Window II: the proposal “Mobilizing Civil Societies to Scale Up Nutrition in Nigeria” with the condition that the additional information requested in the Assessment Fiche is provided and that all Management Committee’s considerations are addressed.

⁹ As the majority of projects are funded through Window II, only a brief summary of developments in Windows I and III is presented (with no theories of change) in the annual report.

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Year	Month	Event
2015	May	<p>Management Committee Meeting: : The Management Committee approves the proposal for budget increase and project extension to the SUN Civil Society Network Secretariat against Grant 2 - Window II for a total of USD 180,054.65 and with 30 September 2016 as revised end date.</p> <p>The MC approves the Terms of Reference of the evaluation of the SUN Movement MPTF with the requested changes and with a contingency budget of USD 25,000 on top of the initial provision of USD 200,000.</p> <p>The Management Committee appoints a Steering Group chaired by the Coordinator of the SUN Movement and consisting of representatives from the current SUN Movement MPTF donors, the facilitator of the SUN Donor Network, one representative from the Steering Group of the SUN Civil Society Network and one representative from the Participating UN Organizations (WFP).</p> <p>The SUN Movement Secretariat is requested by the Management Committee to work with its administering agency (UNOPS) on the recruitment of the evaluation team.</p>
2015	May	<p>The 2014 Annual Report: states that, as of December 2014, the Management Committee of the SUN Movement MPTF allocated a total of USD 8,951,172 (approximately 89% of the total deposits) to the three Windows which compose the MPTF:</p> <p>Window I - Support for initial SUN actions at country level: USD 642,000 for a project to develop a learning and sharing programme across stakeholders of the SUN Movement.</p> <p>Window II - Catalytic programmes for countries: USD 7,393,172 for 23 projects to support in-country civil society participation and actions for scaling up nutrition and USD 856,000 to support the costs of the Secretariat of the SUN Civil Society Network.</p> <p>Window III - Support for global SUN strategic efforts: USD 60,000 for one project to develop the Monitoring and Evaluation Framework of the SUN Movement.</p>
2015	December	<p>Original End Date of the MPTF: was based on the Memorandum of Understanding (MoU) and constituted the last date for contributions and project approvals.</p>
2016	December	<p>Revised End Date of the MPTF: Consequent to the grant extension decision, most CSA/CSO projects between mid-2015 and current period are under the process of submitting requests for no cost extensions.</p>

Annex 6: Evaluation Questions

1. Evaluation of current SUN MPTF
1.1. What have been the relevance, effectiveness, efficiency and sustainability of MPTF funded projects?
RELEVANCE
1.1.1. To what extent were / are the MPTF role, objectives and strategies relevant to the needs of beneficiaries, partners, national policies, plans etc.? To what extent were the intended MPTF objectives, outcomes etc. appropriate?
1.1.2. Did the MPTF fund the projects most relevant to the SUN Strategic Objectives (SOs) and to national policies, plans and frameworks? Were the funded projects the best use of funds?
EFFECTIVENESS
1.1.3. To what extent have funded projects been successful in achieving the objectives of their TORs? (e.g. Did CSA projects increase CSO engagement in nutrition? Did CSOs influence the way nutrition was being addressed by decision makers at national and sub national levels? Did increased engagement of decision makers lead to better actions for nutrition?)
1.1.4. Were there any unexpected results of MPTF funded projects? If so, what have been their key effects in relation to the four strategic objectives of the SUN Movement?
1.1.5. To what extent have overall objectives of the MPTF been achieved?
1.1.6. To what extent have MPTF funded projects contributed towards the achievement of any of the four strategic objectives of the SUN Movement? What has been the added value of the MPTF to the SUN Movement? Would any of the results have been achieved without MPTF funding?
EFFICIENCY
1.1.7. To what extent were project activities implemented on time? Were funds spent on time? If not, why not?
1.1.8. Would other methods of project implementation have been more efficient?
1.1.9. What is the quality of project monitoring, evaluation and reporting?
1.1.10. Were project activities cost-efficient?
SUSTAINABILITY
1.1.11. To what extent have MPTF funds been catalytic and last resort?
1.1.12. Have there been project results and activities with a likelihood of continued long-term

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benefits after MPTF funding ceases?
1.1.13. Have the SUN Movement MPTF finances contributed to build capacities? (e.g. to engage with other actors)
COVERAGE
1.1.14. What was the coverage of catalytic funding needs within the SUN Movement? i.e. was the size of the fund adequate in relation to the catalytic, last resort funding needs of SUN stakeholders?
COHERENCE
1.1.15. How coherent were MPTF funded projects with each other? Were there any synergies, e.g. through cross learning?
1.1.16. How coherent were the projects with national nutrition strategies and plans and/or the SUN Movement global strategy and road map
1.2. What factors have determined the relevance, effectiveness, efficiency and sustainability of MPTF funded projects?
COUNTRY / PROJECT LEVEL
1.2.1. The role and work of Implementing Partners <ul style="list-style-type: none"> ● Did the IP make funds available efficiently? ● Did they play their role effectively? ● Were there alternative options? ● Which were the main challenges faced? How were they addressed?
1.2.2. The role of other project stakeholders at national level (e.g. CSA Executive Committees, CSA Secretariats, CSA members etc.) <ul style="list-style-type: none"> ● Were fund governance arrangements clear amongst project stakeholders? ● Did other project stakeholders have the commitment and capacity to implement the project effectively, efficiently etc.? ● What % of the overall project budget was covered by MPTF funds?
1.2.3. The role and work of Participating UN Organisations at country level (taking into account the roles and responsibilities agreed in the MoU) <ul style="list-style-type: none"> ● Did they make funds available efficiently? ● Did they play an appropriate and effective role? What added value did they provide? Did they help resolve any problems quickly within their remit and resource availability? ● Were there alternative options to channelling funds through PUNOs? (e.g. direct to IPs). If yes, was the use of PUNOs a good decision? ● Which were the factors affecting their ability to play their role well? (e.g. the indirect support costs, internal systems and procedures) How were challenges addressed?
1.2.4. The role of other (non-project) stakeholders at national level (e.g. SUN government focal points, REACH facilitators, other members of national multi-stakeholder platforms) <ul style="list-style-type: none"> ● What opportunities for engagement in policy processes and in the delivery of services have CSAs been provided? ● What impact did other stakeholders have on the project?

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GLOBAL LEVEL – MPTF GOVERNANCE AND ADMINSTRATIVE STRUCTURES
<p>1.2.5. The role and work of PUNOs at global level (taking into account the roles and responsibilities agreed in the MoU)</p> <ul style="list-style-type: none"> • Did HQ disburse funds to country offices efficiently? • Did they play an appropriate and effective role? What added value did they provide? Did they help resolve any problems quickly within their remit and resource availability? • Were there alternative options to channelling funds through PUNOs? (e.g. direct to IPs). If yes, was the use of PUNOs a good decision? • Which were the factors affecting their ability to play their role well? (e.g. the indirect support costs, internal systems and procedures) How were challenges addressed?
<p>1.2.6. The role and work of the MPTF Office in the administration of SUN MPTF</p> <ul style="list-style-type: none"> • Did they make funds available efficiently? • Did the MPTF Office ensure adequate accounting of funds?
<p>1.2.7. The role and work of the SMS as MPTF Technical Secretariat</p> <ul style="list-style-type: none"> • Did the MPTF Technical Secretariat play its role effectively and efficiently?
<p>1.2.8. The role and work of the SUN MPTF Management Committee (MC)</p> <ul style="list-style-type: none"> • Were funding decisions appropriate to the needs of SUN Movement stakeholders? • What factors influenced funding decisions? • Were MC decisions timely?
<p>1.2.9. The overall design, architecture and governance of the MPTF, including its M&E framework</p> <ul style="list-style-type: none"> • How adequate is the SUN Movement MPTF design and implementation? (including its working models; decisions, fund transfers, indirect cost recovery, implementation processes, results framework, monitoring and reporting system, logframe and theory of change for decision-making and for measuring progress? How valid is the Window II theory of change?) • Was the communication system and flow adequate between structures at different levels? • How efficient were the organization and management systems of the SUN Movement MPTF especially with relation to the planning of activities, disbursement of funds, implementation, monitoring and reporting of activities, and division of labour? • What effect did the management and institutional arrangements of the SUN Movement MPTF have in terms of programming, delivery and monitoring of implementation of MPTF funded projects? Was it necessary / appropriate to have separate governance arrangements (i.e. MC) to SUN Movement? • To what extent was the SUN MPTF the most appropriate financing mechanism to provide catalytic, last resort grants? What have been the strengths and weaknesses of the current MPTF legal arrangement and governance mechanism in comparison to other sources of funding?
OTHER GLOBAL LEVEL STRUCTURES
<p>1.2.10. The role and work of the global SUN Civil Society Network</p> <ul style="list-style-type: none"> • How effective has the CSN Secretariat been in tracking and supporting progress by civil society alliances funded by the SUN Movement MPTF? Which are the key factors that underpin the usefulness, strengths and weaknesses of the role of the CSN Secretariat

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<p>within the SUN Movement MPTF? Which (different if any) role should the CSN Secretariat play in a future pooled financing mechanism supporting the new strategy of the SUN Movement? What should be the accountability lines between the SUN CSN secretariat and the SUN CSAs within any future pooled funding facilities?</p>
<p>1.2.11. The role and work of MPTF donors, other donors and the SUN Donor Network</p> <ul style="list-style-type: none"> • Were adequate funds made available to meet catalytic, last resort funding needs within the SUN Movement?
<p>1.2.12. Did other global SUN networks (UN and Business) contribute to the achievements of MPTF funded projects?</p>
<p>1.2.13. The role and work of the SUN Lead Group</p> <ul style="list-style-type: none"> • What role, if any, was played by the SUN Lead Group? Was it effective?
<p>2. What is the future need for a catalytic last resort fund?</p>
<p>2.1. Based on the SUN Movement 2.0 strategy and road map, what are the future needs and gaps for catalytic, last resort funding (2016-2020)? Should a pooled fund support innovation and respond to current gaps (such as advocacy, sustain CSAs efforts) as opposed to being purely catalytic?</p>
<p>2.2. What are the opportunities and constraints for accessing funds at country level? (e.g. from national governments, private foundations, international donors, INGOs etc.)</p>
<p>2.3. What is the likelihood, desirability and sustainability of funds being made available for SUN activities through alternative regional or global funding mechanisms (e.g. Power of Nutrition, UNITLIFE)?</p>
<p>2.4. What are the comparative relevance, effectiveness, efficiency and sustainability of different pooled financing options, including the MPTF?</p>
<p>2.5. What are the design options for any future fund? (including governance arrangements, support measures (windows), options for minimising the number of layers through which funds must filter between donor and end user.)</p>
<p>2.6. How could the monitoring and evaluation framework of any future pooled fund be improved?</p>

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Guatemala 2014e	SUN MPTF Programme Quarterly Progress Update. Guatemala. 30 Dec 2014.
Guatemala 2014f	MPTF Office Annual Programme Narrative Progress Report. Guatemala. Jan - Dec 2014.
Guinea n.d.	Support the mobilization of civil society for scaling up nutrition in Guinea. Submitted by UNICEF. Guinea.
Guinea 2015	Annual Narrative Progress Report. Guinea. May 2014 – Mar 2015.
Kenya n.d.	Mobilizing Civil Society in Kenya to champion Scaling Up Nutrition. Kenya.
Kenya n.d.2	Funds Utilization Report – UNICEF. Kenya.
Kenya 2014	SUN MPTF Annual Narrative Progress Report. Kenya. Jan - Dec 2014
Kenya 2015a	Final SUN CSA Work Plan. Kenya. Dec 2014 – Dec 2015.
Kenya 2015b	The Scaling Up Nutrition Movement - Success in Kenya. Available at http://blog.results.org.uk/2015/02/02/sun-movement-success-in-kenya/ . 2 Feb 2015.
Kyrgyzstan 2013	Creating of enabling environment/structural support to improve nutrition for the sake of justice and future generations in the Kyrgyz Republic. Kyrgyzstan. 2013.

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Kyrgyzstan n.d.	List of members of the Civil Alliance and Detailed Report on the implementation of the First Tranche. Kyrgyzstan.
Kyrgyzstan n.d.2	Results and logframe. Kyrgyzstan.
Kyrgyzstan 2015	SUN MPTF Annual Narrative Progress Report. Kyrgyzstan. Jan - Mar 2015.
Lao PDR n.d.	Stakeholders review, Interview questions review and Data collection and preparation (3 parts). Lao People's Democratic Rep.
Lao PDR 2014a	SUN Narrative Progress Report. Lao People's Democratic Rep. Jan - Jun 2014.
Lao PDR 2014b	SUN Narrative Progress Report. Lao People's Democratic Rep. Jul - Sep 2014.
Lao PDR 2014c	SUN Narrative Progress Report. Lao People's Democratic Rep. Oct - Dec 2014.
Lao PDR 2015a	SUN Narrative Progress Report. Lao People's Democratic Rep. Jan - Mar 2015.
Lao PDR 2015b	SUN Narrative Progress Report. Lao People's Democratic Rep. Apr - Jun 2015.
Madagascar 2014	Rapport Descriptif Annuel Sur L'Etat D'Avancement Du Programme - Année 2014. Madagascar. Mar - Dec 2014.
Madagascar 2015	1st Programme Quarterly Progress Update - Year 2015. Madagascar. Jan - Mar 2015.
Malawi n.d.	Terms of Reference for Malawi CSONA. Malawi.
Malawi 2013a	CSONA Update Volume 1 Issue 1. Malawi. Dec 2013
Malawi 2013b	SUN MPTF Progress Table. Malawi. 13 Dec 2013.
Malawi 2013c	MPTF Office Annual Programme Narrative Progress Report. Malawi. Jan - Dec 2013
Malawi 2014a	MPTF Office Annual Programme Narrative Progress Report. Malawi. Jan - Dec 2014
Malawi 2014b	SUN MPTF Programme Quarterly Progress Update. Malawi. 1 May 2014

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Malawi 2014c	SUN MPTF Programme Quarterly Progress Update. Malawi. 1 Jul 2014
Malawi 2014d	SUN MPTF Programme Quarterly Progress Update. Malawi. 1 Oct 2014
Malawi 2015	1st Programme Quarterly Progress Update – Year 2015. Malawi. Jan - Mar 2015.
Mali 2014	Rapport Descriptif Annuel Sur L’Etat D’Avancement Du Programme – Année 2014. Mali. Jan – Dec 2014.
Mali 2015	Rapport bilan des activités de la société civile au Mali en contribution au mouvement SUN 2011 – 2015. Mali. Mar 2015.
Mozambique n.d.	Submission Form for Programme/Budget Revision to the SUN Movement MPTF Management Committee. Mozambique.
Mozambique n.d.2	Termos de Referência da Plataforma da Sociedade Civil no âmbito da Iniciativa SUN. Mozambique.
Mozambique 2013	MPTF Office Annual Programme Narrative Progress Report. Mozambique. Jan - Dec 2013.
Mozambique 2014a	SUN MPTF Programme Quarterly Progress Updates (3 parts). Mozambique. 1 May – Oct 2014.
Mozambique 2014b	Cartaz Debate Nutrição (Nutrition Debate Poster). Mozambique. 2014.
Mozambique 2014c	MPTF Office Annual Programme Narrative Progress Report. Mozambique. Jan - Dec 2014.
Mozambique 2015	1st Programme Quarterly Progress Update – Year 2015. Mozambique. Jan - Mar 2015.
Myanmar n.d.	Establishing a Civil Society Alliance to Scale Up Nutrition in Myanmar. Myanmar.
Myanmar 2014a	Scaling Up Nutrition – Brief on SUN Civil Society Alliance in Myanmar. Myanmar. 2014.
Myanmar 2014b	Financial Report SUN CSA. Myanmar. 2014.
Myanmar 2014c	SUN MPTF Annual Narrative Progress Report. Myanmar. Feb - Dec 2014.
Nepal 2014	Annual Report Annexes 5-11, 17-37 (9 parts). Nepal. 2014.
Nepal 2015	1st Programme Quarterly Progress Update – Year 2015. Nepal. Jan - Mar 2015.

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Niger 2014	SUN MPTF Programme Quarterly Progress Updates (2 parts). Niger. 1 May – 1 Jul 2014.
Niger 2015	1st Programme Quarterly Progress Update – Year 2015. Bangladesh. Jan - Mar 2015.
Nigeria n.d.	Mobilizing and strengthening Civil Societies to Scale Up Nutrition in Nigeria. Submitted by UNICEF. Nigeria.
Peru n.d.	Peru/Latin America and the Caribbean – Harmonized action for childhood nutrition. Submitted by UN WFP. Peru.
Peru 2014	MPTF Office Generic Annual Programme Narrative Progress Report. Peru. Jan - Dec 2014.
Peru 2015	SUN MPTF Programme Quarterly Progress Updates (3 parts). Peru. 1 Jul 2014 – Mar 2015.
Results UK 2014	Nutrition Aid Architecture: How could improvements in financing mechanisms galvanise the global effort? Results UK. 2014.
Rwanda 2014	MPTF Office Generic Annual Programme Narrative Progress Report. Rwanda. Jun - Dec 2014.
Rwanda 2015	SUN MPTF Programme Quarterly Progress Updates (2 parts). Rwanda. Oct 2014 – Apr 2015.
Senegal n.d.	Projet D'Appui a La Bonne Gouvernance des Secteurs de La Nutrition et de Securite Alimentaire au Senegal et Suivi des Engagements SUN. Senegal.
Senegal 2014	Rapport Descriptif Annuel Sur L'Etat D'Avancement Du Programme – Anne 2014. Senegal. 7 Apr – 31 Dec 2014.
Sierra Leone n.d.	A Coordinated and Mobilised Civil Society Platform in Sierra Leone in Support of Scaling Up Nutrition Movement. Submitted by UNICEF. Sierra Leone.
Sierra Leone 2015	SUN MPTF Progress Report - A Coordinated and Mobilised Civil Society Platform in Sierra Leone in Support of Scaling Up Nutrition Movement. Sierra Leone. 1 Mar 2014 – 30 Mar 2015.
Southern Africa Trust 2015	Partnerships for Pro-Poor Policy Change in Africa. Southern Africa Trust. May 2015.
Sri Lanka n.d.	Formation of Civil Society Alliance (CSA) that supports to make Sri Lanka a nourished nation. Submitted by WFP. Sri Lanka.
Sri Lanka 2014a	SUN MPTF Programme Quarterly Progress Update – Year 2014. Sri Lanka. 1 Jul 2014.

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Sri Lanka 2014b	SUN MPTF Programme Quarterly Progress Update – Year 2014. Sri Lanka. 1 Oct 2014.
Sri Lanka 2014c	MPTF Office Annual Programme Narrative Progress Report. Sri Lanka. Jan - Dec 2014.
Sri Lanka 2015	1st Programme Quarterly Progress Update – Year 2015. Sri Lanka. Jan - Mar 2015.
Uganda 2013	SUN MPTF Progress Table. Uganda. 13 Dec 2013.
Uganda 2014a	SUN MPTF Programme Quarterly Progress Update. Uganda. Jun 2014.
Uganda 2014b	SUN MPTF Programme Quarterly Progress Update. Uganda. Sep 2014.
Uganda 2014c	SUN MPTF Programme Quarterly Progress Update. Uganda. Dec 2014.
Uganda 2015	SUN MPTF Programme Quarterly Progress Update. Uganda. Mar 2015.
Zimbabwe n.d.	Supporting Civil Society in Realising SUN Objectives and Commitments. Submitted by UN WFP. Zimbabwe.
Zimbabwe 2014	MPTF Office Generic Annual Programme Narrative Progress Report. Zimbabwe. Jan - Dec 2014.
Zimbabwe 2015	SUN MPTF Programme Quarterly Progress Updates (2 parts). Zimbabwe. Oct 2014 – May 2015.

Window III

M&E Baseline Report:

JNOPS 2012	Baseline Report. SUN Secretariat. UNOPS. Sep 2012.
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Example CSA Outputs

Guinea 2016a	Analyse de la Situation Nutritionnelle de la Guinee (Landscape Analysis). Rapport General. Direction Nationale de la Sante Familiale et de la Nutrition Division Alimentation-Nutrition. Jan 2016.
Guinea 2016b	Cartographie des intervenants et d'interventions en nutrition et en alimentation en Guinée. Feb 2016.
Guinea 2016c	Rapport Synthèse de l'Atelier de Validation Technique de la Politique Nationale d'Alimentation et de Nutrition et l'Elaboration du Cadre Logique de son Plan d'Action Stratégique (2016-2020). 26 Feb 2016.
Kyrgyzstan n.d.	Legal expert for legislation inventory of nutrition policy of the Kyrgyz

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	Republic.
Kyrgyzstan n.d.2	Promotion of Programme on Food Security and Nutrition in the Kyrgyz Republic for 2015-2017.
Kyrgyzstan 2015a	Creating an enabling environment for the promotion of issues for the public power in the Kyrgyz Republic - Factors resources and the scope of changes in eating behavior. 2015.
Kyrgyzstan 2015b	Manual for Monitoring of Execution of the Laws of Power (for Public Organizations). 2015.
Kyrgyzstan 2015c	General Progress Report. 2015.
Kyrgyzstan 2016a	Extract from the Minutes of the expert meeting on the development of the Strategy of multi-stakeholder platform of Scaling Up Nutrition (SUN) Movement. The Alliance of Civil Society for Nutrition and Food Security. 10 Mar 2016.
Kyrgyzstan 2016b	Letter of Reference (Russian and English versions). Ministry of Agriculture and Melioration of the Kyrgyz Republic, Alliance of Civil Society for Nutrition and Food Security. 11 Mar 2016.
Lao PDR n.d.	SUN CSA achievements in 2015.
Madagascar 2015a	Plan stratégique 2016-2020: Pour une forte adhesion de la société civile et de la communauté à la nutrition. HINA. 5 Oct 2015.
Madagascar 2015b	Rapport d'activités. HINA. Jul-Aug 2015.
Madagascar 2015c	Rapport d'activités. HINA. Sep 2015.
Madagascar 2015d	Rapport d'activités. HINA. Oct 2015.
Madagascar 2015e	Rapport d'activités. HINA. Nov-Dec 2015.
Malawi n.d.	The Cost of Hunger in Malawi.
Malawi n.d.2	Event Report: Global Day of Action "Extending the nutrition momentum: Fostering sustainable and equitable scaling-up nutrition in all sectors. CSONA.
Malawi n.d.3	Tracking Progress and Strengthening Accountability for Malawi Nutrition Investments – Members of Parliament & CSO engagement Meeting. CSONA's Call to Action. CSONA.
Malawi n.d.4	Technical Meeting on Nutrition.
Malawi n.d.5	Malawi and its Neighbours: Regional Progress and Room for Growth. CSONA.
Malawi 2015a	CSONA and Members of Parliament Nutrition Champion Building

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	Workshop. 2015.
Malawi 2015b	CSONA Malawi's May 2015 Global Day of Action. CSONA. May 2015.
Malawi 2015c	Malawi CSONA Advocacy Meeting. CSONA. 27 Feb 2015.
Malawi 2015d	Tracking Progress and Strengthening Accountability for Malawi Nutrition Investments – CSO & Parliamentary Committee on Nutrition Engagement Meeting. CSONA. 17 Jun 2015.
Malawi 2015e	CSOs and Members of Parliament Engagement Meeting – Tracking Progress and Strengthening Accountability for Nutrition Investments. 17 Jun 2015.
Malawi 2015f	RESULTS Nutrition Champion Building. Aug 2015.
Malawi 2015g	Overview of Malawi's Nutrition Situation – Members of Parliament & Civil Society Nutrition Champion Building Workshop. CSONA. 21 Aug 2015.
Malawi 2015h	Revised MPTF Budget NCE Proposal Summary. 25 Aug 2015.
Malawi 2015i	Strengthening the role of Civil Society in Scaling Up Nutrition in Malawi – CIFF Kick-off & Budget Analysis Workshop. 6 Oct 2015.
Malawi 2016	Budget Analysis Training Course. 14 Mar 2016.
Mozambique n.d.	Advocacia para o Scaling Up Nutrition em Moçambique – Relatório Draft da Avaliação.
Mozambique n.d.2	Plataforma da Sociedade Civil no Âmbito da Iniciativa Expandindo a Nutrição (SUN) – Declaração de Compromisso.
Mozambique n.d.3	Relatório do Estudo Sobre a Monitoria de Processo do Plano Nacional da Acção Multi-Sectorial para a Redução da Desnutrição Crónica pela Plataforma da Sociedade Civil no Âmbito do Scale Up Nutrition (SUN).
Mozambique n.d.4	Termos de Referência para a Monitoria de Processo do Plano Nacional de Acção Multissetorial para a Redução da Desnutrição Crónica (PAMRDC, 2011 – 2015 (20)).
Mozambique n.d.5	Termos de Referência. Plataforma da Sociedade Civil no Âmbito da Iniciativa SUN-Mozambique.
Mozambique 2015	Patrocínio e Conflictos de Interesse entre o Sector Público e Privado – Reflexões para a Plataforma SUN-Moçambique. Maputo, 25 Feb 2015.
Myanmar n.d.	Civil Society Alliance Myanmar – Code in Cartoons.
Myanmar 2015a	Civil Society Alliance Myanmar - Quarterly Member Newsletter. Oct 2015.
Myanmar 2015b	Civil Society Alliance Myanmar – 'Order of Marketing of Formulated Food for Infant and Young Child' Violations in Myanmar. Dec 2015.

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Myanmar 2016	Training Report – Training of Trainers on Monitoring of the “Order of Marketing of Formulated Food for Infant & Young Child”. Jan 2016.
Senegal 2015	Rapport d’Activite. Dakar, 14-15 Oct 2015.
Uganda n.d.	SUN. Civil Society Coalition Promoting Nutrition in Uganda.
Uganda 2015a	SUN MPTF. Programme Quarterly Progress Update. July - Sept 2015.
Uganda 2015b	UCOSSUN – Financial Report. Sept 2015.
Zimbabwe n.d.1	Zimbabwe Civil Society Alliance. Nutrition for Growth Commitments Policy Brief.
Zimbabwe n.d.2	Zimbabwe Civil Society Alliance. Zimbabwe Civil Society Organisations Scaling Up Nutrition Alliance (ZCSOSUNA) Submissions Towards the 2016 Pre-Budget Review Meeting: Parliamentary Portfolio Committee on Health and Child Care.
Zimbabwe n.d.3	Zimbabwe Civil Society Organisations Scaling Up Nutrition Alliance (ZCSOSUNA) Statement on Reduction of Malnutrition in Zimbabwe to the Parliamentary Portfolio Committees on Health and Agriculture.
Zimbabwe n.d.4	An Analysis Why ZCSOSUNA Should Legally Register or Not.
Zimbabwe 2014	Agreement Between the World Food Programme and Progressio UK Regarding the Implementation of a Scaling Up Nutrition (SUN) Project Under the SUN Multi-Partner Trust Fund. 22 April 2014.
Zimbabwe 2015a	SUN Movement Annual Progress Reporting. 22 April 2015.
Zimbabwe 2015b	Zimbabwe Civil Society Organisations Scaling Up Nutrition Alliance – Terms of Reference. 28 April 2015.
Zimbabwe 2015c	DFID Programme and Policy Officer Debrief to ZCSOSUNA Steering Committee. 24 June 2015.
Zimbabwe 2015d	Annual Review – Summary Sheet. July 2015.
Zimbabwe 2015e	Letter from Parliament – Invitation to the 2016 Pre-Budget Review Meeting on 13 October 2015. Harare, 07 Oct 2015.
Zimbabwe 2015f	Zimbabwe Civil Society Alliance. Newsletter – Issue 1. 12 Oct 2015,
Zimbabwe 2015g	ZCSOSUNA. Summary of Achievements, Challenges and Recommendations. 03 Nov 2015.

Annex 8: Key Informants

Surname	Names	Organisation	Job title	Role in SUN Movement	Location	Stakeholder group
Akter	Shahida	Civil Society Alliance for Scaling up Nutrition, Bangladesh	National Coordinator	Bangladesh Secretariat	CSA Bangladesh	Civil society
Talukder	Dr. Shamim Hayder	Eminence	Director	none	Bangladesh	Civil society
Afroze Chumki	Meher	Ministry of Women and Child Affairs	Minister	Government	Bangladesh	Government
Kaosar	Afsana	BRAC - Bangladesh	Director - Health, Nutrition & Population	CSA Chair	Bangladesh	Civil society
Khanum	Sultana	Independent	Consultant	CSA Steering Committee member	Bangladesh	Civil society
Manandhar	Mary	REACH	Facilitator	Support to CSAs in Myanmar & previously in Bangladesh	Bangladesh	UN
Rashid	Iftekhar	USAID	Nutrition Specialist	Donor Network	Bangladesh	Donor
Chandra Sarker	Bijoy	WVI/Unicef	Nutrition Advisor	UN Network	Bangladesh	Civil society
Madagasha	Astride	WVI	Nutrition Advisor	Burundi CSA member	Burundi	Civil society
Gamboa Cerda	Cecilia	Ministerio de Salud Ambiental de Cabañas en Defensa del Agua y la Cultura	Coordinadora Seguridad Alimentaria y Nutricional	Government	Costa Rica	Government
Pineda	Ing. Francisco	Asociación de beneficiarios de Agua de la zona Rural de Tonacatepeque. ABAZORTO	Director	CSA	El Salvador	Civil society
Enríquez Aguiluz	Sr. Orlando		Director	CSA	El Salvador	Civil society

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Saravia	Sra. Patricia	Asociación Intercomunal de Comunidades Unidas para el desarrollo Económico y Social del Bajo Lempa ACUDESBAL.	Director	CSA	El Salvador	Civil society
Cativo	John	CALMA	Grants Manager CALMA	CSA	El Salvador	Civil society
Noyola.	Licda. Ana Josefa Blanco	CALMA	CSA Host Director	CSA	El Salvador	Civil society
Ingles	Licda. Miriam Lizeth	CALMA	SUN CSA Manager	CSA	El Salvador	Civil society
Perez.	Lic. Danilo	CALMA		CSA	El Salvador	Civil society
Blanco Noyola	Licda. Ana Josefa	Centro de Apoyo de Lactancia Materna –CALMA-	Director	CSA Host	El Salvador	Civil society
Pérez	Lic. Danilo	Centro para la Defensa del Consumidor –CDC-	Director	CSA	El Salvador	Civil society
Navarro	Dr. Ricardo	Centro Salvadoreño de Tecnología Apropiada Amigos de la Tierra	Director	CSA	El Salvador	Civil society
Pineda	Ing. Francisco	Comité	Director	<u>CSA</u>	El Salvador	Civil society
Menjivar	Dra. Elvia Violeta	Min de Salud	Ministra de Salud Senior Advisor, Minister's Office	Government focal point	El Salvador	Government
Lemma Feyissa	Ferew	Prime Ministers Office	Office	Government	Ethiopia	Government
Kamara	Siapha	SEND West Africa	Director	CSO	Ghana	Civil society
Lartey	Anna	FAO	Director - Nutrition Division Deputy Director - South-South Cooperation and Resource Mobilization Division	UN Network	Global	Civil society
Jones	Alexander	FAO	Division	none	Global	UN
Cherner	Hilary	Arabella Advisors / New Venture Fund	Managing Director	none	Global	Other
Widome	Daniel	Arabella Advisors / New Venture Fund	Consulting Director	none	Global	Other

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Raval	Pooja Kadakia	Arabella Advisors / New Venture Fund	Director	none	Global	Other
Watkins	Neil	Bill & Melinda Gates Foundation	Senior Program Officer	Donor Network	Global	Donor
Saraswati	Jeea	Canadian Department of Foreign Affairs, Trade & Development	Nutrition Team	Donor Network	Global	Donor
Ray	David	Care	deputy of Helen Gale	SUN Transition sub-group	Global	Civil society
Blanchard	Claire	Civil Society Network	CSN Network Facilitator	CSN Network Facilitator	Global	Civil society
Thompson	Jennifer	Concern	CSN Steering Committee	CSA Steering Committee member	Global	Civil society
Flowers	Cara	CSN Secretariat	Country Support Officer	CSN Secretariat	Global	Civil society
Lieberum	Maren	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH	Nutrition	Donor Network Facilitator	Global	Donor
Green	Tanya	DfID	Project Manager	MPTF Management Committee & Evaluation Steering Group	Global	Donor
Gordon	Lucy	DfID	Nutrition Team Leader	MPTF Management Committee	Global	Donor
du Four	Charlotte	FAO	Nutrition Advisor	UN Network	Global	UN
Shiffer	Kornelius	GTZ	Donor Network FP Policy Lead - Nutrition, Climate Smart Agriculture & Household Energy	Donor Network MPTF Management Committee & Evaluation Steering Group	Global	Donor
Siddle	Ben	Irish Aid			Global	Donor
Mitsunaga	Arimi	JICA	Health Team	Donor Network	Global	Donor

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Aleshina	Olga	MPTF Office	MPTF - Project Manager	MPTF Management Committee & Evaluation Steering Group	Global	MPTF Office
Dementiev	Andrei	MPTF Office	Senior Portfolio Manager	MPTF Office	Global	MPTF Office
BIDAULT	Nicolas	REACH	Deputy Global Coordinator	UN Network for SUN	Global	UN Network
Walters	Nancy	REACH	UN Network FP	UN Network Vice Chair of global Civil Society Network	Global	UN
Rumsby	Marie	Save the Children	Head of Hunger & Nutrition	SUN Business Network	Global	Civil society
Tench Cousins	Jonathan Mat	SUN Business Network SUN Movement Secretariat	Secretariat Coordinator Strategy Advisor Support Officer to the Administrator	SUN Movement Coordinator ad interim	Global	Business SMS
Alvarez	Diana	SUN Movement Secretariat	SUN Movement Secretariat	SUN Movement Coordinator ad interim	Global	SMS
Arnold	Tom	SUN Movement Secretariat	SUN Movement Secretariat	SUN Movement Coordinator ad interim	Global	Lead Group / SMS
Gaino	Elena	SUN Movement Secretariat	Administrator	SMS	Global	SMS
Akoto-Danso	Kwame	SUN Movement Secretariat	Policy Adviser	SMS	Global	SMS
Pizzini	Maria	SUN Movement Secretariat	Advocacy & Communication	SMS	Global	SMS
Lasbennes	Florence	SUN Movement Secretariat	Chief of Staff	SMS	Global	SMS
Heeb	Marlene	Swiss Agency for Development and Cooperation (SDC)	Programme Officer	MPTF Management Committee & Evaluation Steering Group	Global	Donor
Short	Martin	The Power of Nutrition	CEO	Donor Network	Global	Donor
Bleehen	Charles	The Power of Nutrition / CIFF	Nutrition Manager UNSG Special Representative on Food Security and Nutrition	Donor Network	Global	Donor
Nabarro	David	UNDP	UNDP	SUN Movement Coordinator (out going)	Global	Lead Group / SMS

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Schultink	Werner	UNICEF	Director of Nutrition	UN Network	Global	UN
Branca	Francesco	WHO	Director - Department of Nutrition for Health and Development	SUN Movement Executive Committee	Global	UN
Bloem	Martin	World Food Programme	Chief - Nutrition and HIV/AIDS Policy Unit	SUN Movement Executive Committee	Global	UN
Geniez	Perrine	World Food Programme	Nutrition Programme and Policy Officer	WFP SUN MPTF focal point	Global	UN
Komol	Peter	UNOPS	Head of Finance	PUNO focal point	Global	UN
MacGillivray	Iain	IFAD	Special Advisor to the President	UN Network	Global	UN
MacDonald	Carolyn	WVI	Nutrition Director	CSN member	Global	Civil society
Fracassi	Patrizia	SUN Movement Secretariat	Senior Nutrition Analyst and Startegy Advisor	SMS	Global	SMS
Jimenez	Pablo	Alianza por la Nutrición	Director	Business Network	Guatemala	Business Network
Cajas	Adonay	Fundación para el Desarrollo de Guatemala - FUNDESA	Director	Business Network	Guatemala	Business Network
Cuz	Griselda	FUNMAYAN	Director	CSO	Guatemala	Civil society
Contreras	de	Instituto Centroamericano de Estudios Fiscales (ICEFI)	Senior Economist	CSA	Guatemala	Civil society
Alvarez	Alejandra	UNOPS		PUNO	Guatemala	UN
Ruano	Maira	UNOPS		PUNO	Guatemala	UN
Sologaistoa	Elizabeth	UNOPS		PUNO	Guatemala	UN
Rousselin	Erick	OPS: (Organisation Panamericana de Salud)/ PAHO part of WHO		UN Network	Guatemala	PUNO
Rabanales,	Cándida	Save the Children	Head	CSA	Guatemala	Civil society
Garcia,	Jhoseline	Save the Children	SUN Communications Manager	CSA	Guatemala	Civil society
Sanic,	Gloria	Save the Children	Advocacy Manager	CSA	Guatemala	Civil society

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Gonzalez Navichoc	Mina Griselda	SESAN	Director	Business Network	Guatemala	Government
Goonzalez Diaz	German Rafael	SESAN	Secretary	Focal Point	Guatemala	Government
Rodriguez	Blanca		SUN CSA Manager	CSA	Guatemala	Civil society
Camara	Dr Naman	Terre des Hommes Lausanne - Délégation de Guinée	Chef de Projet Santé- Nutrition / Référent Médical	CSA Secretariat	Guinea	Civil society
Mahrone Pierre	Joseline	Ministry of Health and Population	Director of Nutrition Deputy Director for Public Health	Government	Haiti	Government
Ali	Pungkas Bahjuri	Bappenas Scaling Up Nutrition (SUN)	SUN Lead Group Member		Indonesia	Government Lead Group and Staff
Sardjunani	Nina	Action Against Hunger - Kenya Mission	Head of Health and Nutrition Department	CSA Chair	Kenya	Civil society
Korir	Jacob	World Vision Kenya	National Nutrition Specialist		Kenya	Civil society
Muhinja	Daniel			Government Focal Point	Kenya	Government
Mugambi	Gladys			Chair of Kenya CSA	Kenya	Civil society
Mung'ou	Titus	ACF	Member of Kenya CSA	CSA Secretariat	Kyrgyzstan	Civil society
Kozhobergenova	Gulmira	Krygyz Civil Society Alliance	CSA Coordinator	CSA Secretariat	Kyrgyzstan	Civil society
Abakirova	Damira	UNICEF	Health & Nutrition Officer Deputy Minister of Agriculture	PUNO focal point	Kyrgyzstan	Civil society
Choduev	E.U.	Government of Kyrgyzstan		Government focal point	Kyrgyzstan	Government
Berdaga	Viorica	Chief, Nutrition	UNICEF	UN Network	Laos	UN
Everaert	Koen	EU	Attache	EU Delegation	Laos	Donor
Deleon	Novah David	FAO	Food Security Officer	UN Network	Laos	UN
Rudgard	Stephen	FAO Representative	Country Representative	FAO	Laos	UN
Holvec	John	Health Poverty Action		Member of the CSA	Laos	Civil society
Chandavone	Dr Phoxay	Ministry of Health	Director of Department of Nutrition	Government focal point PEDA, Member of SUN	Laos	Government
Santi		PEDA	President	CSA Management Ctte	Laos	Civil society

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Girgis	Mona	Plan International	Country Director		Laos	Civil Society
Akhavong	Somphet	President	Aid Children with Disabilities Alliance (ACDA),	CSA member	Laos	Civil society
Komphasouk	Banthida	PSI	SUN CSA Secretariat Manager (from mid Sept 2015)	CSA Secretariat	Laos	Civil Society
Seastedt	Eric	PSI	Country Director	Chair of the SUN CSA in Lao PDR	Laos	Civil society
Innakhone		SAEDA	Co-Director	Small grant recipient administered by CSA	Laos	Civil society
Franchi	Oliver	Save the Children		Member of the CSA	Laos	Civil society
Girgis	Mona	SUN CSA Laos - Plan International	Country Director	CSA	Laos	Civil society
Baawo	Kou Tiawan	Ministry of Health	Director		Liberia	Government
RAZAFINDRAKOTO	Falihery	HINA	Coordonnateur National	CSA	Madagascar	Civil society
Juwayeyi	Babettie	CISANET	Programme Manager	Malawi CSA member	Malawi	Civil society
Gunda	Andrews	Clinton Health Access Initiative (CHAI)	Country Director	Malawi CSA member	Malawi	Civil society
Fox	Samuel	Concern Worldwide Malawi	Programmes Director	Malawi CSA Implementing Partner	Malawi	Civil society
Ladazi	Rebecca	Concern Worldwide Malawi	Nutrition Advisor	Malawi CSA Implementing Partner	Malawi	Civil society
Murphy	Christine	Concern Worldwide Malawi	Finance Director	Malawi CSA Implementing Partner	Malawi	Civil society
Kachale	Caesar	CRS	Nutrition Manager	Malawi CSA member	Malawi	Civil society
Zimpita	Tisungeni	CSO Nutrition Alliance (CSONA)	Secretariat Coordinator	Malawi CSA	Malawi	Civil society
Ndovi	Bessie	CSO Nutrition Alliance (CSONA)	Project Officer	Malawi CSA	Malawi	Civil society

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Phiri	Felix	Department of Nutrition, HIV and AIDS, Malawi	Director of Nutrition	Government focal point	Malawi	Government
Lugunzi Orchardson	Juliana Violet	Parliament of Malawi USAID	MP Nutrition Advisor	none Donor Network	Malawi Malawi	Government Donor
Humbayi	Mutinta	WFP	Head of Nutrition	PUNO	Malawi	UN
Chitete	Lusungu	WFP	Programme Officer	PUNO	Malawi	UN
Chimzukira	Emma	WFP	Nutrition Officer	PUNO	Malawi	UN
Maloya	Harold	World Relief	District Coordinator	Malawi CSA member Mozambique CSA	Malawi	Civil society
Ismael	Carina	Mozambique CSA Secretariat	Secretariat Coordinator	Secretariat	Mozambique	Civil society
Machungo	Paula	REACH	Focal Point National Coordinator of the Technical Secretariat for Food and Nutrition Security (SETSAN)	UN Network	Mozambique	UN
Libombo	Marcela	SETSAN Sec		Government focal point	Mozambique	Government
Menefee	Andrea	Save the Children International	Senior Nutrition Adviser Consultant to SUN CSA Myanmar	Chair of Myanmar CSA	Myanmar	Civil society
Cashin	Jennifer	Save the Children	Consultant for SUN	CSA Secretariat	Myanmar	Civil society
Thwin Ip	Aye Hedy	UNICEF UNICEF Myanmar	Government Focal Point Nutrition Specialist	UN Network UN Network	Myanmar Myanmar	UN
Aung	Thet	World Vision International	Health Department Manager Programme Officer - National Nutrition and Food Security Secretariat (NNFSS)	CSA Steering Committee member	Myanmar	Civil society
Gyawali	Min Raj	National Planning Commission		Government	Nepal	Government
Radhakrishna	Pradhan	National Planning Commission	Joint Secretary		Nepal	Government

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Koirala	Uma	Nepalese CSA	Chair of CSA Executive Committee	Member of SUN Executive Committee	Nepal	Civil society
Kolle	Lamine	BEFEN	Director	CSA	Niger	Civil society
Olayemi	David	Save the Children Nigeria	Director of Advocacy & Campaigns	CSA Host	Nigeria	Civil society
Momah de Wagt	Philippa Arjan	Association of Public Health Nutritionists UNICEF Nigeria	Coordinator of Nigeria CSA Chief of Nutrition	CSA Host PUNO	Nigeria Nigeria	Civil society UN
Lopez Enye	Karina	Save the Children	Head of Nutrition Gerente del Programa de Nutrición y Seguridad Alimentaria	MPTF Implementing Partner, Nigeria	Nigeria	Civil society
Dávila	Walter Vilchez	Care		CSA Host	Peru	Civil society
Stanojevich	Milo	Care	Country Director	Chair of global Civil Society Network	Peru	Civil society
Muhamyankaka	Venuste	SUN CiSA-Rwanda)	Secretary-General	CSA	Rwanda	Civil society
DIOUF	Abdou	Eau-Vie-Environnement (EVE)	Secrétaire Exécutif	CSA Steering Committee member	Senegal	Civil society
Ndiaye	Seydou	Senegal CSA	Executive Ctte Member, Senegal CSA	CSA Steering Committee member	Senegal	Civil society
Jalloh	Ramatu	CSA	Coordinator of Sierra Leone SUN Civil Society Platform (HaNSL-CSP)	CSA Steering Committee member	Sierra Leone	Civil society
Shamit Koroma Njoro	Aminata Joyce	Food and Nutrition Directorate REACH	Ministry of Health and Sanitation Facilitator	SUN Government Focal Point UN Network	Sierra Leone Sierra Leone	Government UN
Dula	Silva	Civil Society	Coordinator	CSA Secretariat	Sri Lanka	Civil Society
Kingsly	Fernando	Government	Additional Secretary to HE the President	Government	Sri Lanka	Government

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Bandara	Abeykoon	Government	Secretary to HE the President	Government	Sri Lanka	Government
Anura de Silva	Jayawickrama	Government	Secretary	Government	Sri Lanka	Government
	Methsiri	Save the Children	Senior Advisor Programs	CSA Host	Sri Lanka	Civil society
Mikindo	Tumaiani	PANITA (Tanzania CSA)	Secretariat Coordinator	CSA Secretariat	Tanzania	Civil society
		Uganda Health Committee				
Baguma	Richard	Alliance	Chairman	Chairman, CSA	Uganda	Civil society
Kikomoko	Kato Peterson	UCCO-SUN	Chair	CSA	Uganda	CSA
Kintu	James	UCCO-SUN	Manager	CSA	Uganda	CSA
Musimenta	Boaz	Office of the Prime Minister	Senior Economist	Government	Uganda	Government
Hure	Christelle	ACF WAF Regional Office	Nutrition Advisor	CSN member	West Africa	Civil society
			Vice Minister, Mopic National Coordinator SUN-Yemen (Focal Point)			
Abdulaziz Abbasi	Al-Mutahar			Government Focal Point	Yemen	Government
		National Food and Nutrition Commission (NFNC)	Executive Director	Government	Zambia	Government
Mulenga-Kwofie Chilufya	Robinah William	Zambia CSA	Secretariat Coordinator	CSA Secretariat	Zambia	Civil society
		Community Capacity Building Initiative Centre for Africa	Project Manager	Zimbabwe CSA member	Zimbabwe	Civil society
Fungai	Makina					
		Community Capacity Building Initiative Centre for Africa	Communications Officer	Zimbabwe CSA member	Zimbabwe	Civil society
Kasipo	Christine					
		Community Capacity Building Initiative Centre for Africa	Director	Zimbabwe CSA member	Zimbabwe	Civil society
Dick Mubiwa	Roderick Muchadei	GOAL Zimbabwe	Nutrition Advisor	Zimbabwe CSA member	Zimbabwe	Civil society
Jagada	Alfred	GOAL Zimbabwe	Project Officer	Zimbabwe CSA member	Zimbabwe	Civil society
		Gweru United Residents Association	Director	Regional Focal Point for ZCSOSUNA (Midlands)	Zimbabwe	Civil society
Mdumba	Davison					
		Life Empowerment Support Organisation	Programme Officer	ZCSOSUNA Steering Committee member	Zimbabwe	Civil society
Garapo	Kuziwa Elias					
		Office of the President, Zimbabwe	Senior Principal Director	Government	Zimbabwe	Government
Mubi	Mary					

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Chidau	Nyasha	PACDEF - Peacebuilding & Capacity Development Foundation	Programme Manager	Regional Focal Point for ZCSOSUNA (Manicaland)	Zimbabwe	Civil society
Manyanda	Alouis	PACDEF - Peacebuilding & Capacity Development Foundation	Director	Regional Focal Point for ZCSOSUNA (Manicaland)	Zimbabwe	Civil society
Khumalo	Tholakele	Parliament of Zimbabwe	Parliamentarian		Zimbabwe	Parliamentarian
Chitidi	Chris	Parliament of Zimbabwe	Parliamentarian		Zimbabwe	Parliamentarian
Sibanda	Prince	Parliament of Zimbabwe	Parliamentarian		Zimbabwe	Parliamentarian
Mupambi	Abigail	Progress Coordinating Trust	Director	Regional Focal Point for ZCSOSUNA (Matabeleland)	Zimbabwe	Civil society
Ncube	Tholeozile	UNICEF	Nutrition Officer	UN Network	Zimbabwe	UN
Chigonga	Nozizwe	UNICEF	Nutrition Consultant	UN Network	Zimbabwe	UN
Zvanziva	Chairty	UNICEF	Nutrition Officer	UN Network	Zimbabwe	UN
Ndumiyana	Tafara	WFP	Nutritionist	PUNO	Zimbabwe	UN
Riber	Karl	Action contre la Faim	former Head of Mission	Zimbabwe CSA member	Zimbabwe	Civil society
Musarurwa	Hillary	Penya Trust	former Director	Zimbabwe CSA member	Zimbabwe	Civil society
Chipendero	Patience	Progressio UK	Finance Officer	Zimbabwe CSA Implementing Partner	Zimbabwe	Civil society
Mwashita	Fiona	Progressio UK	Sub-Regional Manager	Zimbabwe CSA Implementing Partner	Zimbabwe	Civil society
Hunter	Brian	Save the Children	Country Director	Zimbabwe CSA Chairperson	Zimbabwe	Civil society
Mweembe	Christopher	Zimbabwe Civil Society SUN Alliance (ZCSOSUNA)	Secretariat Coordinator	Zimbabwe CSA Secretariat	Zimbabwe	Civil society
Munikwa	Nakai	Zimbabwe Civil Society SUN Alliance (ZCSOSUNA)	Project Officer	Zimbabwe CSA Secretariat	Zimbabwe	Civil society
Tuso	Benedette	Zimbabwe Civil Society SUN Alliance (ZCSOSUNA)	Finance Officer	Zimbabwe CSA Secretariat	Zimbabwe	Civil society

Annex 9: Reviews of Civil Society Alliances

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

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

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

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

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

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

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

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

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

Bangladesh: The Civil Society Alliance for Scaling Up Nutrition (CSA for SUN)

Basic Facts

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

Objectives

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

Activities

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

Achievements

- ✓ 190 CSA members from across the country and different sectors
- ✓ Raised awareness and developed capacity of local CSO members to do advocacy on 1,000 days and nutrition specific and nutrition sensitive programming
- ✓ Raised political and public awareness about the first 1000 days and [breastfeeding](#), complementary feeding, and maternal and adolescent nutrition by organizing district and national level advocacy and awareness campaigns, through media and meeting with parliamentarians

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

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

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

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- ✓ Motivated a group of MPs, including Minister of Health & Family Welfare, Minister of Culture, Chief Whip and Deputy Speaker of the Parliament, to establish a parliamentary [caucus](#) and pledge to combat malnutrition
- ✓ Achieved [a commitment](#) from the Director of Health in the Prime Minister's office that he would support efforts to increase political commitment

Factors

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

Lessons and future priorities

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

Burundi: The Civil Society Alliance for Scaling Up Nutrition (CSA for SUN)

<i>Basic Facts</i>	
Budget:	\$209,059
Start date:	01-May-14
Original end date:	30-Oct-15
New end date:	30-Sep-15
Extension (months):	0
PUNO:	WFP
Implementing Partner:	World Vision

Objectives

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

Activities

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

Achievements

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

Factors

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

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Lessons and future priorities

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

El Salvador: The Civil Society Alliance for Scaling Up Nutrition (CSA for SUN)

<i>Basic Facts</i>	
Budget:	\$299,000
Start date:	01-Jan -14
Original end date:	31-Dec -15
New end date:	June 2016
Extension (months):	6
PUNO:	OPS
Implementing Partner:	Nutres, hosted by CALMA – Centro de Apoyo de Lactancia Materna

Objectives

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

Activities

Build a CSA

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

Communication Strategy for Public Awareness On Nutrition

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

A Joint Statement of Civil Society Members

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

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

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

Achievements

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

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- ✓ CSA has a small number (7) of very committed and local members with a good variety of sectoral skills, led by CALMA, specialist in lactation, as well as CSOs in crops for nutrition, primary health care, education, drinking water, sanitation.
- ✓ Collaboration with other networks such as Mesa de Soberania Alimentaria.
- ✓ 74% completion rate reported against logframe. On track for completion.
- ✓ 80% of the Members of the Alianza are women.

Factors

- CALMA began work in January 2014, 6 months before MPTF resources arrived. Hence, Nutres was sustained initially by the CSO host and members, not by MPTF.
- Despite strong support from the Minister of Health and Government (national/local) collaboration, the CSA is powerless to unblock pro-nutrition legislation (opposed in the House since 2013 due to business-backed MP interests). (Municipal “ordinances” may provide a second-best route to nutrition policy.) The CSA has learned that including too much in legislation (incl. sugar tax) may threaten smaller advances.
- The Government nutrition agency CONASAN, is also part of the Alliance Nutres. Only CONASAN knew of MPTF funding, but has helped to ensure a link with Govt.
- Nutres is not the only alliance. Mesa de Soberania Alimentaria is another nutrition alliance focusing on SMEs, as well as CONASAN itself.
- 38% obesity rate among school children is an issue being confronted by Nutres.
- Financial sustainability: some small agricultural sales (\$5K per annum) but own-revenue options appear limited.
- Relevance: logframe appears well aligned to the SOs of SUN. This 2 year programme represents the first steps in the development of the CSA. The concern is that without continuing the momentum, these first steps can be equally easily unravelled.
- Effectiveness: the work carried out represents an important advance forward in the capability of the CSA, which then needs to be applied in liaison with Government. The Alliance Nutres member reported that the members’ ability to have influence and lobby the Government is far greater together, while the Alliance itself provides a physical location for them to come together.
- Alliance staff actively support the adoption of the Law on Sovereignty and Food Security Act. The Minister of Health formed the Technical Nutrition Committee during the evaluation mission and thanked the Alliance. The work of some of the members on Healthy Eating in Schools has also been highly appreciated.
- Efficiency: the process of applying for funds is extremely slow. Good PUNO technical collaboration but burdensome: the budget was released via 27 cheques some for less than \$100, all requiring separate applications and reporting. This could easily be made more streamlined. Funds absorption is also delayed thanks to the delay in signing the funding agreement between WHO and OPS.

Lessons and future priorities

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

Ghana: The Civil Society Alliance for Scaling Up Nutrition (CSA for SUN)

Basic Facts

Budget:	\$374.500
Start date:	Jan 2013
Original end date:	Dec 2015
New end date:	
Extension (months):	0
PUNO:	WFP
Implementing Partner:	Ghana Alliance Against Hunger and Malnutrition (HAG)

Objectives

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

Activities

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

Achievements

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

Factors

- SUN CSA Ghana efforts towards financial sustainability have yet to bear fruit.

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

Lessons and future priorities

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

Guatemala: The Civil Society Alliance for Scaling Up Nutrition (CSA for SUN)

<i>Basic Facts</i>		<i>Objectives</i>
Budget:	\$428,000	<ol style="list-style-type: none">1. Social Audit and Monitoring2. Joint Advocacy Strategy for Civil Society3. Nutrition Communication campaign
Start date:	01-Jan -13	
Original end date:	31-Dec -15	
New end date:		
Extension (months):		
PUNO:	OPS	
Implementing Partner:	Save the Children Guatemala	

Activities

- Establishment of Monitoring and Social Audit Commission of Civil Society organizations
- Elaboration of the Common Monitoring and Social Audit Agenda and Strategy of the Thousand Days Initiative
- Implementation of Monitoring and Social Audit Strategy
- Management of Monitoring and Social Audit outputs

- Establishment and follow up of the Advocacy Commission of the Civil Society Organizations Committee for the SUN implementation.
- Elaboration of a Joint Advocacy Plan to be implemented before State Actors who have roles related to the adequate implementation the SUN initiative.
- Implementation of Advocacy Plan before the State Actors of the SUN initiative and Hunger Zero program
- Public Opinion mobilization in favor of the implementation of The SUN Initiative

- Launching a massive communication campaign at national and local level
- Production and broadcasting of radio programs by the Adolescent Communicators Network
- Monitoring of communication media

Achievements

- ✓ Relevance: OPS, the PUNO, questions MPTF contribution, and relevance of its logframe to nutrition results against Zero Hunger Pact goal of reducing child malnutrition by 10% by 2016.
- ✓ SESAN the Government-hosted platform has a [monitoring system \(SIMON\)](#) but CSA is creating its own, partly needed in order to provide independent evidence.
- ✓ Effectiveness: [Some evidence of malnutrition falling](#) (and rising obesity). CSA initiatives such as nutrition radio spots in Spanish and 4 Mayan languages are likely to have contributed to this.
- ✓ [Costed plan](#) for nutrition has been developed in which CSA participated.
- ✓ The CSA hosted [Teenagers advocating for nutrition with Government](#).

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- ✓ The CSA has a membership of 250 CSOs, some of those are collective Associations.
- ✓ The CSA has a good [Facebook presence](#) but not a site of its own. The CSA Youth Movement is pushing nutrition on the agenda for Presidential candidates.
- ✓ Efficiency: flow of funds is too long: MPTF funds are transferred to WHO, (and might have been via PAHO), then to OPS, and then to CSA. It is a long and inefficient chain which creates its own delays
- ✓ Only \$260K has been used of the \$428K budget.

Factors

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

Government Focal Point: *"In 2005, INCOPAS (Instancia de Consulta y Participación Social) was established by the government as a means of enabling civil society participation in policy making on food security and nutrition. So CSOs have already had a platform where civil society can liaise with Government for many years."*

Lessons and future priorities

- Avoid following generic untailored themes in design of logframe. Activities which integrate and lead to Results with Government are preferable to activities which are for the sake of the CSA development alone.
- The CSA could liaise more with the Business Network which has excellent analysis and possibly discuss a joint strategy. Triangulate this with OPS and CSN and SUN to be more oriented towards the 1000 Day Window Aims.
- Review lessons from Budgeting Workshops on how to address budget deficiencies.
- Seek wider expertise on how to liaise/lobby SESAN and its Monitoring Network SIMON to ensure CSA work is more embedded in Government Strategy.

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- It does not appear that the funds have been catalytic: no future funding has been secured. It also does not appear that other funding was sought – the MPTF was used as first resort rather than last resort.
- The CSA needs to attempt to address the health bias in the nutrition complex.
- The mapping exercise should be carried out by SEPLAN.
- Clearer expenditure and logframe progress data needed for easy monitoring of the CSA by CSN and SUN stakeholders remotely (i.e. online portal, for entry by stakeholders, and verified by hyperlinks, transparent public sharing).

Guinea: SUN CSA¹⁰

<i>Basic Facts</i>	
Budget:	US\$ 268,770
Start date:	14-May-14
Original end date:	31-Dec-15
New end date:	30-Jun-16
Extension (months):	6
PUNO:	UNICEF
Implementing Partner:	Fondation Terre des Hommes

Objectives

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

Activities

- Workshops to build knowledge and skills on nutrition for partner organizations organized by Terre des hommes foundation: The capacity of partner organizations have been strengthened in the field of communication so as to achieves changes in nutritional behavior : main concepts of nutrition, methods, techniques and tools for monitoring / evaluation of nutrition projects; developing and monitoring public policies on nutrition, methods and techniques to mobilize internal and external resources
- Influencing the post-2015 Multi-sectoral work plan and the National Food and Nutrition Policy: members of the ASC SUN Guinea took an active part in the work of finalizing the Business code for the marketing of breast milk substitutes, the validation of the document of the new national food and nutrition policy integrating a multisectoral dimension in the struggle against malnutrition and undernourishment as well as the development of its action plan in which their opinions have been taken into account
- [Joint advocacy](#) initiative with UNICEF
- Advocacy documents based on evidence from DHS and SMART national surveys targeting the MoH and parliamentarians
- Development of a documentary around the efforts of the alliance, raising awareness for all SUN stakeholders and working with traditional leaders (*groupe de femmes lumières*) in this effort
- Adoption of the BMS code through the nutrition and food cluster created for managing the Ebola crisis and with a group of women journalists. Next steps will be to get this passed by parliamentarians in the general assembly for 2nd validation stage

Achievements

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

¹⁰ Also received US\$ 49,500 from UNICEF (amount to be reviewed with UNICEF)

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- ✓ Increased awareness of nutrition amongst parliamentarians and journalists, youth, women and other civil society organizations (Radio spots, TV spots and interactive program were also created to reach the targeted audience)
- ✓ Impacts on policy have been limited due to Ebola and other constraints

Factors

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

Lessons learned and future priorities

- **Lessons learned:** project start was delayed because of Ebola virus outbreak, all staff resources were focused on Ebola. In order to meet objectives we downscaled activities, set up a new partnership with REACH, the Nutrition Division of the Ministry of Health while Terre des Hommes was focusing on CSO capacity building and took advantage of the delays caused by the epidemic to launch social mobilization activities.
- **Future priorities:** Plans to develop a nutrition observatory: a draft of the founding document of the observatory is being developed and made available to partners for criticism, suggestions and amendments in order to set up a civil observatory monitoring access to nutritional services.
- Need for increased focus on building capacity of local CSOs
- Documenting lessons learnt and impacts
- Raise nutrition from the division to directorate level within the MoH
- Adoption of the BMS code in the Assembly
- Organize a national civil society forum on nutrition
- Adoption of food fortification law in Guinea
- Update of current needs, to adjust the work plan for the next two years in the context of the post-Ebola recovery.

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

Kenya: SUN CSA¹¹

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

Basic Facts

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

Objectives

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

MPTF grant expenditure by February 2016 stands at 25%.

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

Activities

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

¹¹ Other sources of funding: World Vision: US\$ 14.000; Others: US\$ 42.365

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- [Profiled SUN CSA's achievements](#) in various media and websites.
- Mobilized resources from the Population Reference Bureau (PRB) to support county level efforts.

Achievements

- ✓ CSA established. 44 organizations at the national level and 30 others in counties. However, many non-nutrition specific CSOs who are crucial for scaling up nutrition remain outside the CSA
- ✓ Increased capacity of CSA members on nutrition advocacy
- ✓ Successfully advocated for a stronger nutrition component and nutrition leadership in the Draft Kenya Health [policy](#) 2014-2030.
- ✓ Partly as a result of CSO advocacy, at least five counties have created clear budgets lines for nutrition programmes and more than 40 nutritionists employed in two counties in the 2015/16 financial year.
- ✓ Sensitised politicians on prioritization of nutrition. West Pokot Senator, Prof John Lonyangapuo while addressing a CSA media workshop said, *“Politicians need to be sensitized on nutrition issues and they will be good advocates. Kenyans listen to their politicians.”*

“The CSA is the most active SUN network in Kenya. There is a lot that you are doing. You need to bring together all actors in order to make your network complete.” the Government Focal Point Ms Gladys Mugambi, during CSA’s Annual General Meeting 2014

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

Factors

- Perceptions that WVI (Implementing Partner) was overstepping its role in administration of the grant.
- Perceptions on the part of some Executive Committee members that UNICEF has not always been supportive and has sometimes interfered. The UN agency often challenges SUN CSA’s mandate in a number of issues, including its registration as a legal entity. Other SUN networks and SUN Government Focal Point are supportive of CSA work.
- Inadequate national political level support for nutrition. SUN CSA is supporting SUN Government Focal Point and other networks to establish a multi-stakeholder platform (MSP), which aims to position coordination of nutrition in the Office of the President.
- SUN CSA has struggled to meet the following key objective: To advocate for increased commitment and accountability in scaling up nutrition.

“I appreciate the role you have played in your leadership and your excellent skills in communication. CSA has performed very well in that component under your leadership.” the Government Focal Point Ms Gladys Mugambi during the handover of the chairpersonship of SUN CSA from Titus Mung’ou to ACF’s Head of Health and Nutrition Jacob Korir

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Achievement of this objective is dependent on other SUN networks, and with diverse views on where to position SUN MSP and mandate of each network, the pace has been slow. SUN CSA failed to review the 2014/15 budget and to sensitize the Council of Governors on SUN.

- There is disagreement between Executive Committee members as to whether delays in implementation were primarily caused by delays in disbursement of funds by UNICEF and WVI or due to governance and leadership challenges in the CSA.
- There was insufficient time available during the evaluation to fully investigate the appropriateness of the CSA governance arrangements and the roles being played by different stakeholders. For example, it was not possible to solicit the perspective of UNICEF.

Lessons and future priorities

- o Rules of Engagement between CSA, WVI and UNICEF developed and signed in December 2015 to guide the final implementation of MPTF grant.
- o A more detailed independent investigation of the reasons for delays in implementation of activities would be valuable in order to ensure a smooth path going forward as well as to share lessons learnt with other CSAs. It is clear that the development of the Rules of Engagement has not resulted in full agreement on the reasons for delays.
- o CSA to hold executive committee elections in March 2016.
- o SUN CSA established three sub-committees (Governance and Policy, Advocacy and Communication, and Resource Mobilisation) to increase participation of members, fast-track implementation of work plan and enhance resources for future activities
- o SUN CSA developed two proposals (Nutrition Venture Fund for Rio Summit and Mombasa County nutrition advocacy European Commission project). The latter was successful and the first independent project that CSA will implement jointly with two members.
- o Priority activities for SUN CSA including finalization of formation of SUN MSP in Kenya, positioning nutrition at highest in government structures, representation and commitments by the Government of Kenya during the Rio Summit 2016 Nutrition for Growth, increased accountability by the government and donors to increase resources for nutrition and strengthening civil societies role in SUN Movement.

Kyrgyzstan: CSO Alliance for Nutrition and Food Security (ACSNFS)

www.facebook.com/Гражданский-альянс-за-улучшение-питания-и-продовольственную-безопасность-1595679560701390/?fref=ts

Basic Facts

Budget:	US\$ 218,922
Start date:	07-Feb-14
Original end date:	31-Dec-15
New end date:	30-Jun-16
Extension (months):	6
PUNO:	UNICEF Implementing
Partner:	Innovative Solutions & ACSNFS

70 % of MPTF funds spent to date

65 % of MPTF funded activities completed.

Objectives

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

Activities

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

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

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Achievements

“Despite the short time of the Alliance existence, it has played an important role in scaling up nutrition issues. One of the major achievements is the advocacy for a new amended Law of the Kyrgyz Republic “On Bakery Flour Fortification” the result of which, in 2015 the majority of the votes of the Kyrgyz Parliament were given for the Law. The Alliance has been continuing promotion of flour fortification in the country at different levels and amongst population.” E. U. Choduev,

- ✓ Establishment widely recognised of CSA. More than 40 NGOs countrywide. Independent Steering Committee and Executive Board and clear Action Plan. CSA is now a legal entity.
- ✓ More than 50 members of the Alliance were trained on Food Security and Nutrition and monitoring, on skills and experience in communication with different interest groups.
- ✓ Jointly with the National MCH Centre developed Monitoring guide to monitor the realisation of the Nutrition laws (Promotion of Breastfeeding, Flour Fortification and Achieving Universal Salt Iodisation)
- ✓ Establishment GIS interactive map of achievements on 10 last years. Database on actors/stakeholders engaged in nutrition is established (government, CSOs and developing partners, etc.).
- ✓ Amendments into existing law on [Flour Fortification](#) were endorsed with active involvement of the Alliance. All flour has to be fortified.
- ✓ Contributed to the signing of the State Program on Food Security and Nutrition, including through advocacy on TV and in newspapers.
- ✓ More stakeholders are involved in multi-stakeholder platform, including business
- ✓ Raising public awareness of policies developed in nutrition and benefits for development

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

Factors

- Technical support from UNICEF highly appreciated by CSA. Empower CSA to be independent. Weak engagement by other UN agencies
- Civil society participation is a new phenomenon. Most of the information provided by CSOs is regarded by the Government either as not serious or as a critique.
- Each organisation has its own mission and agenda, which are sometimes conflicting
- Membership is restricted to national CSOs. INGOs are welcome as observers. Conscious decision not to be led by INGOs / funding.
- Due to delays of the endorsement of the State Food Security and Nutrition Program, the exercises related to financial tracking were postponed
- Good support from CSN Secretariat, including sharing of experiences of other CSAs. Main restriction in sharing of experiences and knowledge is the

language. Materials of seminars are inaccessible for the most of members of CSA who use Russian.

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

Lessons and future priorities

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

Examples of output documents

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

Laos: The Civil Society Alliance for Scaling Up Nutrition (CSA for SUN)

Basic Facts

Budget:	\$250,000
Start date:	01-Feb-14
Original end date:	31-Dec-15
New end date:	31-Dec-16
Extension (months):	12 months
PUNO:	UNOPS
Implementing Partner:	Plan International

Objectives

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

Activities

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

Achievements

- ✓ Relevance: high level of completion of the logframe, around 70% indicating that the SUN CSA is well on track despite initial delay in recruitment for secretariat staffing.
- ✓ 47 members of the CSA – 20 INGOs and 27 NPAs.
- ✓ Strong capacity building of local CSOs, including small grants, study tours and training.
- ✓ [Excellent Govt of Laos lessons on planning, budgeting and ID for new babies learned through the Peru event.](#)
- ✓ Effectiveness: The CSA has provided technical expertise to the refinement of the Nutrition Strategy in respective areas of the member CSOs, such as health (Save the Children and HPA), micronutrients (PSI), education and school feeding, education, gender (Plan), agriculture (World Vision and CARE).

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Indeed, this will be one of the outcomes of the mapping of the Strategy against resources and organisational inputs by different stakeholders, Government, donors and the CSA network.

- ✓ Catalytic funds generated: Through the CSA, three local CSOs received small grants to support their nutrition work:
 - Population and Economic Development Association (PEDA)
 - Sustainable Agriculture and Environment Development Association (SAEDA)
 - Promotion of Family Health Association (PFHA)
- ✓ These three local CSOs received grants from 2,000- 10,000 US\$ to be used to 1) develop their organisation to gain nutrition competencies, 2) implement better nutrition activities in local target areas and/or target communities, and/or 3) integrate nutrition into existing your existing work program .
- ✓ Facilitate knowledge sharing and alliance building: The CSA supported 7 local CSOs (Aid to Children with Disabilities Alliance, Promotion of Family Health Association, Lao Positive Health Association, Education for Development Fund, Kong Community Development Association, Association for Development of Women and Legal Education, and Foundation for Children’s Health and Education) on a study tour to Luang Prabang province in 2014 to visit the CSO’s INGO members’ program site, World Vision Laos and Save the Children, to learn about their maternal child health and nutrition, water and sanitation and organic farming program.
- ✓ Efficiency: While the CSA budget is relatively modest at US\$250,000 over two years, it has spent two thirds of it. Part of the reason is the delay in the launch of the CSA and secretariat staff recruitment. Plan has been careful not to charge too much to the CSA account.
- ✓ The MoU with Plan was signed in October 2014, 6 months after funds arrived.
- ✓ The CSA has also contracted CORD with a grant of \$12,000 to facilitate Strategy development which will help further towards the efficiency of CSA activities, and a separation of host NGO and the SUN CSA.
- ✓ Large donors such as the EU Delegation (the SUN Donor Focal Point) mentioned grant money available to the CSA. The EUD provides two other €8mn grants for nutrition and would even consider Budget Support programming on nutrition.

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

Factors

- In Laos, the interaction of Civil Society and Government is at a very early stage. Whereas in Bangladesh, for example,

Executive Committee Chairman of CSA: *“My boss in Washington don’t even know what I do. I give a lot of time training, building the CSA capacity because it’s the right thing to do but we don’t get paid for it.”*

Government's liaison with the CSO sector is more advanced, the CSO sector in Laos looks forward to being invited by Government to discuss policy options. The CSA has been successful in managing this relationship with diplomacy.

- MPTF funds are the core funds, largely for CSA infrastructure and visibility, whereas most of the field activities, training, development of best practice, advocacy etc. takes place with additional grant money supported by CSA members and donors
- The MPTF funds represent better value for money when one considers that much of the support to the SUN CSA is volunteered by the most senior members of the SUN CSA, including a number of Directors of INGOs. In addition, where INGOs have unspent funds, some can be reallocated to the CSA. (Examples mentioned by the Chairman and secretariat manager of the SUN CSA was the funding provided by World Vision for translation and video publication, Health Poverty Action for promotional materials and banner printing and Save the Children and Plan International to support the CSA annual general meeting).

Lessons and future priorities

- The PUNO in Laos is not in country and does not appear to add value to the work of the IP in country.
- Extensive, volunteer-funded activities hide the true cost and should be budgeted
- The MPTF budgeted activities are a subset of the CSA activities as a whole (and then of those of all CSO members), hence the full multi-annual budget is needed, including opportunity cost of voluntarily funded activities
- There appears to be a [wide array of CSOs and CSO networks in Laos](#) despite the difficult environment for CSOs generally. Options for closer collaboration among these could be explored.
- The CSA is hosted by an INGO and is not registered. This appears to have worked well for the CSA in Laos.

Madagascar: The Civil Society Alliance for Scaling Up Nutrition (CSA for SUN)

<i>Basic Facts</i>	
Budget:	\$209,059
Start date:	01-Mar-14
Original end date:	30-Oct-15
New end date:	31-Dec-15
Extension (months):	0
PUNO:	WFP
Implementing Partner:	Action Contre la Faim

Objectives

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

Activities

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

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

R3: The PFSC-SUN is engaged actively in multi-stakeholder dialogue. *Progress is mixed with several of the activities appearing to underperform.*

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

Achievements

- ✓ Relevance: Possible duplication: CSAs existed before: the [VIF Association](#) (French funding), in addition to Platform for International Non-Governmental Organizations of Madagascar (Mada-PINGOS but with MPTF, these were incorporated into a new CSA was established called (HINA, Plateforme de la Société Civile SUN).
- ✓ HINA participated in the budget tracking training in Abidjan in April 2015
- ✓ Effectiveness: 2015 Q2 Report to WFP indicates little progress on R2 and R3
- ✓ R1: Adoption of pro nutrition statutes; Recruitment of 37 members to CSA
- ✓ Three decentralised platforms and communication materials developed. The platform has been active since November 2014. Visit by PM to HINA stand
- ✓ HINA also developed a 3 minute visibility and advocacy video for the public
- ✓ Studies have been prepared on 3 different nutrition themes (impact of certain sectors; financing of nutrition; and political integration of nutrition)
- ✓ Efficiency: Low ([47%](#)) rate of absorption of MPTF.
- ✓ End of March 2016, HINA will launch its Website with the member database. (www.sun-hina-madagascar.org)

Factors

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

Lessons and future priorities

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

Malawi: CSO Nutrition Alliance (CSONA)

Basic Facts

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

Objectives

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

Activities

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

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

Achievements

- ✓ 38 members from multiple sectors, two person Secretariat, two organization co-chairing but no Steering Committee has yet been established
- ✓ Increased sharing of information amongst CSOs and with government as well as development partners through national multi-sectorial platforms
- ✓ Principal Secretary for the national Department of Nutrition, HIV and AIDS, committed to work closely with the Ministry of Gender to revive the deployment of home craft workers

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- ✓ Parliamentary Committee on Nutrition, Health and AIDS committed to develop a roadmap by which it would monitor nutrition budget allocations at national and district levels towards N4G Rio and beyond
- ✓ Draft communication and advocacy strategy and a long-term organizational strategy developed. Capacity needs of CSOs identified.

Factors

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

Lessons and future priorities

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

Mali: The Civil Society Alliance for Scaling Up Nutrition (CSA for SUN)

Basic Facts

Budget:	\$374,500
Start date:	01-Jan-13
Original end date:	31-Dec-14
New end date:	30-Sep-15
Extension (months):	0
PUNO:	WFP
Implementing Partner:	<i>Oeuvre Malienne d'Aide à l'Enfance du Sahel - OMAES</i>

Objectives

1. Improve the Structural Environment for Nutrition Advocacy
2. Build Capacity of Malian Civil Society to Influence Nutrition Policy Agenda
3. Campaigns to include nutrition in Strategic Framework for Growth and Poverty Reduction (CSCR 2012-2017).

Activities

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

Achievements

Government SUN Focal Point *"The main achievements of the SUN Civil Society Alliance in Mali are:*

- *The update by the SUN Civil Society Alliance of the PROFILES nutrition advocacy tool;*
- *The establishment of SUN Civil Society alliances at regional level;*
- *The constant advocacy conducted by the SUN Civil Society Focal Point with the authorities in order to gain greater visibility and integration of nutrition in development programs.*

The main challenge is the future financing of the activities of SUN Civil Society Alliance Mali to strengthen the cooperation between civil society and other nutrition stakeholders to reach the objectives of the Multisectoral Nutrition Action Plan in Mali"

- ✓ Relevance: Strong logframe and Results Based Management framework.
- ✓ Effectiveness: Little CSA news on [SUN Mali page](#)
- ✓ Action Plan prepared but level of completion not clear especially in relation to advocacy involving Government partners.
- ✓ Financial gap Multisectoral Nutrition Action Plan dissemination workshops and multisectoral action plan.
- ✓ Orientation workshops on Policies, Standards Procedures and nutrition organized in 2013 and 2014 in Bamako and in regions of Kayes, Ségou and Sikasso, with the National Directorate of Health.
- ✓ Adoption of PROFILES tool to assess GoM level of policy commitment. PROFILES designed by experts in Bangladesh and Philippines with UNICEF,

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- USAID, ADB and World Bank support. It was introduced in 12 countries in Africa by USAID through the BASICS project with Technical Linkages – SARA.
- ✓ [Reporting completed](#) until end of 2015 on MPTF Gateway.
 - ✓ Efficiency: Almost 100% use of budget

Factors

- GoM appears very supportive: The Intersectoral Technical Committee on Nutrition (CTIN) Chaired by Secretary General of the Ministry of Health and composed of Senior Executives from 15 Ministries represented in the National Nutrition Council, officials technical services involved in multi-sectoral nutrition, society civil, academic and private sectors, the SNU through the REACH and donors.
- Nutrition Coordination Unit was created (March 2015), by PM decree.
- The participation of Mali in PROFILES is a potentially powerful tool, introduced at the round table of donors

Lessons and future priorities

- The mapping of stakeholders, laws and policies appears an excellent place to start even before working on the establishment of the CSA.
- Advocacy to increase the share of national health budget to meet the international threshold of 15% and ensure the financial means to implement the Multisectoral Nutrition Action Plan. Indeed, several statements define the amounts that each signatory Government should allocate to specific areas so as to reach the objectives set within these commitments. These include the Maputo Declaration (24 January 2004), the Abuja Commitments 2000 and 2001 and the Copenhagen Social Summit for Education as well as the Multisectoral Nutrition Action Plan (2013-2017) with the aim to operationalize the National Nutrition Policy whose cost amounts to 300 billion CFA francs or approximately US \$ 600 million over five years.
- Increase the use of nutrition services by communities since the management of nutritional problems suffers from the lack of geographical and financial access of the population to services.

Mozambique: [SUN Civil Society Platform \(CSP\)](#)

Basic Facts

Budget:	US\$ 400,000 (received, used 397,649.12; returned 2,350.87)
Start date:	01-April-13
Original end date:	31-March-15
New end date:	30-Agost-15
Extension (months):	5
PUNO:	WFP
Implementing Partner:	ANSA

Objectives

1. An effective civil society platform
2. Influencing multi-sectoral policies and plans
3. Investment and implementation of the Multi-Sectoral Action Plan for the Reduction of Chronic Undernutrition (PAMRDC)
4. Increased public awareness

Activities

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

Achievements

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

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

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

Factors

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

Lessons & future priorities

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

Myanmar¹² : SUN Civil Society Alliance Myanmar

Basic Facts

Budget:	US\$ 208,971
Start date:	23-Jan-14
Original end date:	31-Dec-15
New end date:	30-Jun-16
Extension (months):	6
PUNO:	UNOPS
Implementing Partner:	Save the Children

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

Objectives

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

Activities

- Establishment of Steering Committee (10 members)
- Dual launch of SUN CSA Myanmar and the 2014 Global Nutrition Report
- Strengthening of and continued participation in the SUN multi-stakeholder platform
- Strengthening the CSA by building membership, regularly communicating with members, and mapping of CSA members to identify areas for capacity development and opportunities for cross-learning¹³
- Strengthening monitoring and implementation of the Order of Marketing of Formulated Food for Infants and Young Children (i.e. the Code) through:
 - Training and follow-up for CSOs;
 - Support for CSOs to conduct community-level training;
 - Monitoring a database of violations against the Order and providing routine updates to NNC;¹⁴
 - Developing user-friendly IEC materials to raise awareness on the Order¹⁵

¹² also received US\$ 27,000 from CIFF and additional support from Save the Children UK Breakthrough Fund for building the capacity of CSOs to pilot the Link Nutrition Causal Analysis (NCA) methodology

¹³ See SUN CSA Myanmar quarterly newsletters

¹⁴ See Monitoring Report

¹⁵ See “The Order in Cartoons”

Achievements

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

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

- ✓ Close working relationship developed between CSOs (47 members) working exclusively on nutrition and health and those working in livelihood, food security and rural development
- ✓ Enhanced the visibility of member organizations and developed closer working relationships with the government as well as with UN and donors networks
- ✓ Contributed to costing of the National Plan of Action for Food and Nutrition (NPAFN) and drafting of the MNAPFNS (2016-2025)
- ✓ Raised awareness among CSOs of relevant national policies and programs related to nutrition
- ✓ Conducted two Training of Trainers (ToT) programs on the Order of Marketing of Formulated Food for Infants and Young Children¹⁶

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

Factors

- Civil society participation is a new phenomenon in the country
- It took time to form and launch the SUN CSA due to the challenges of working with multiple partners and time taken to go through a thorough consultative process to build consensus for key decisions within the CSA
- Important to have government, in this case, the MOH and NNC involved in all the key decisions that are being made with regards to the SUN CSA activities.

¹⁶ See Training Report

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The NNC has been very supportive and has recognized the SUN CSA's progress compared to other networks

Lessons learned

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

Future priorities

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

Nepal: Civil Society Alliance for Nutrition (CSANN)

<http://www.csann.org.np>

Basic Facts

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

Objectives with MPTF funding

1. Establish effective CSA
2. Strengthen capacity of CSOs to influence policies and plans
3. Mobilise CSOs to advocate for and report on responses to malnutrition

Activities

- Developed a mapping matrix of CSOs in nutrition and assessed capacity of members on advocacy, budget analysis and monitoring and provided training workshops on these issues at national and district levels
- Developed advocacy and communications strategy to raise awareness amongst the public, including promotion of [breastfeeding](#)¹⁷
- Participate in the government led High Level Coordination Committee. Participation in Multi-sector Advocacy and Communication Working Group (MS-ACWG) meeting organized by National Planning Commission (NPC)/ National Nutrition and Food Security Secretariat. Regular coordination with REACH/ National Nutrition and Food Security Secretariat (NNFSS) regarding CSOs engagement for SUN movement in Nepal
- Participated in development of the Multi-Sector Nutrition Plan (MSNP 2013-2017)
- Awareness raising through [TV](#), radio, [print](#) media and public hearings¹⁸ on the implementation of the MSNP at district levels. Developed a [video](#) documentary on Scaling Up Nutrition advocacy. Conducted a TV program on nutrition in [emergency](#) and post emergency situations.
- Developed a checklist for monitoring and review of MSNP implementing districts in consultation with focal person of MSNP line ministries. Collected and disseminated [case studies](#) on implementation of MSNP.
- Organised an Exposure/learning visit to Bangladesh for 15 participants including 2 Government representatives from National Planning Commission and Ministry of Agriculture Development

¹⁷ Video link: <https://www.youtube.com/watch?v=FW8s0CROc3I>; and <https://www.youtube.com/watch?v=HqSgA06umr0>

¹⁸ Public hearing- Jumla district: <https://www.youtube.com/watch?v=j9okABmvZPY>;
Public hearing- Achham district: <https://www.youtube.com/watch?v=WYprEa3R0uQ>;
Public hearing- Bajura district: https://www.youtube.com/watch?v=Ow_IsYi5ucY

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- Production of advocacy materials, strong focus on school children. CSA CSANN is trying to engage youths (through school) with various nutrition advocacy activities to motivate them in good nutrition behaviour
- Engagement with parliamentarians to keep nutrition high on political agenda
- [Media training](#) on the role and inclusive participation of media in nutrition sector.

I am privileged to work with CSANN from very initial phase and feel that it is doing a great job towards combating malnutrition, especially raising awareness in the national, sub-national and local level. Of course CSANN is implementing activities in a coordinated way with other stakeholders. I think more coordination is needed, especially with the multisector platforms established in NPC. Further, my suggestions would be not to limit activities only in software parts. CSANN should try to do some tangible things in the days to come. Radhakrishna Pradhan, Joint Secretary, National Planning Commission, Nepal Government

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

Achievements

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

Factors

- Clear governance arrangements with participatory approach and strong leadership by Executive Committee. Save the Children are supportive and do not try to control.

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- Have a policy that INGOs provide technical support but not full members. The priority is to build the capacity of local CSOs. INGOs accept this.
- Different views on whether or not to become a legal entity. Majority prefer to keep a loose network and to avoid bureaucracy
- Good policy environment (cf. MSNP) and relationship with government

Lessons & future priorities

- Budget tracking across sectors Monitoring implementation of MSNP at district level
- Interaction program on Multi Sector Nutrition Plan
- Interaction program with Honorable Parliamentarians
- Photo exhibition on the theme *Nutrition for Good Health*
- Public hearing on effective implementation of Multi Sector Nutrition Plan at Kapilvastu VDC
- In depth analysis of the Ministry of Health nutrition budget
- Testing of Ombudsperson model at district level

Niger: The Civil Society Alliance for Scaling Up Nutrition (CSA for SUN)

<i>Basic Facts</i>	
Budget:	\$428,000
Start date:	01-May-14
Original end date:	01-Jan-13
New end date:	31-Dec-15
Extension (months):	Jun 30 16 PUNO: WFP
Implementing Partner:	<i>FORSANI</i>

Objectives

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

Activities

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

Achievements

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

Factors

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

Lessons and future priorities

- Gender has been well addressed through three networks of female journalists – a good platform to develop further
- The 3N Initiative has possible application elsewhere: Niger feeds Niger

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- A network of MPs for food and nutrition is a potential powerful building block for the good
- With the EUD, TUN should be well positioned to access funding support
- TUN progress in the marketing of breast milk substitutes might be examined, while its successful promotion of [salt iodisation should be encouraged](#) further.
- It is perhaps worth checking that the CSA only includes members which comply with international code on breast milk substitutes (BMSs) (particularly when the CSA receives MPTF funding) and supports their continued compliance.

Nigeria: Civil Society Scaling Up Nutrition (CS-SUNN) <http://www.cs-sunn.org>

<i>Basic Facts</i>	
Budget:	US\$ 198,037
Start date:	1-Aug -15
Original end date:	31-Dec-15
New end date:	31-Aug-16
Extension (months):	8
PUNO:	UNICEF
Implementing Partner:	Assoc. of Public Health Physicians

Estimated % activities implemented: 60%

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

Activities

- Registration of CS-SUNN as a legal entity with the Cooperate Affairs Commission
- CS-SUN brought together senior government officials and key national nutrition stakeholders for a policy dialogue on investment in Maternal Nutrition and Infant and Young Child Feeding (IYCF) & presentation of the NSPAN (2014- 2019).
- Advocacy for extension in [maternity leave](#) to enable exclusive breastfeeding
- Raising awareness and promoting the [implementation](#) of the National Strategic Plan of Action for Nutrition (NSPAN) at sub-national levels in 10 states & Federal Capital Territories (FCTs)
- Publication & dissemination of 2 editions of Newsletter to 36 states & FCT.
- Production & dissemination of Behaviour Change Communication (BCC) strategy.
- Nutrition data analysed: to be presented at APHPN Conference in March 2016.
- National Town Hall meeting on Accountability held on 19 February 2016, in Abuja.

Objectives

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

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

UNICEF Nigeria.

Achievements

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

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

Factors

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

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Lessons & future priorities

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

Peru: The Initiative Against Childhood Undernutrition (IDI)

Basic Facts

Budget:	US\$ 258,726
Start date:	18-Dec-13
Original end date:	31-Dec-15
New end date:	31-Dec-15
Extension (months):	0
PUNO:	WFP
Implementing Partner:	Care

Objectives

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

Activities

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

Achievements

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

Factors

- The election campaign was a good time to discuss and agree on proposals for public policies dealing with child nutrition. However, it is necessary to design new strategies for concerted implementation of these agreements with the new authorities.
- The key issues are: strengthening the agreed monitoring spaces, maintaining the mobilization of stakeholders that already did commit to the governance agreement and getting new stakeholders to commit themselves.
- The slow development of regional communication strategies has been one of the main weaknesses in the implementation of the project, the limited availability of financial and technical resources being a major constraint.
- In our regions and in the country, dialogue between stakeholders in order to develop public policies, efficient participation or constant monitoring are not things that are institutionalized in a clear manner. It is necessary to establish a permanent systematization of practice, of creativity and of development, within the agreed monitoring processes of public policies about child nutrition.

Lessons learnt and future priorities

- The neutrality of MCLCP and of IDI, in their relationship with civil society stakeholders and political movements, have been instrumental in bringing people together and getting them to participate.
- In order to establish monitoring groups composed of representatives of the State and of civil society, specific training is necessary to build capacity in monitoring nutrition as well as regular follow-up and guidance.

Impact of MPTF funding on the development of the CSA.

- ✓ The project has facilitated the advocacy process in order to help civil society organizations to express their needs and approaches of public policies in the field of child nutrition. It is necessary to continue to join forces within SUN to boost cooperation initiatives, improve social responsibility and mobilize private donors to support the CSA processes.

Rwanda: The Civil Society Alliance for Scaling Up Nutrition (CSA for SUN)

<i>Basic Facts</i>	
Budget:	\$240,750
Start date:	01-May-14
Original end date:	01-May-14
New end date:	30-Nov-15
Extension (months):	0
PUNO:	WFP
Implementing Partner:	Catholic Relief Services (host of SFH)

Objectives

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

Activities

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

Achievements

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

Factors

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

Lessons and future priorities

- The Annual Report of 2015 is not yet available (January 7, 2016).
- However, it is likely that budget utilisation is up to 60% or 70% by the end of 2015 even just on the basis of core costs.
- The Rwanda CSA progress appears well on track taking into account funding delays
- According to the CSN Request Tracker, Rwanda has not made any requests for assistance.
- Rwanda is also not recorded in the Impact Tracker.
- USAID is the donor convenor noted in the Funding Status by file CSN but little external funding has been accessed, a priority for the future

Senegal: The Civil Society Alliance for Scaling Up Nutrition (CSA for SUN)

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

Objectives

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

Activities

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

Achievements

- ✓ The creation of a very active and democratic Civil Society Platform.
- ✓ Organisational and governance models being developed for the CSA platform.
- ✓ Establishment of local committees for monitoring the MPTF process.
- ✓ The government's five year commitment has mobilised resources for nutrition.
- ✓ A Civil Society advocacy plan developed to help mobilise additional resources.
- ✓ Inclusion of nutrition in the Emerging Senegal Programme, a comprehensive reference framework for Senegal's policies and strategies 2014-2020.
- ✓ Multisectoral Nutrition Experience in Matam 700 km from Dakar
- ✓ Training of 50 regional journalists and traditional communicators
- ✓ Finalization of the CSO mapping
- ✓ 2 radio / TV shows on nutrition and food safety

Factors

- The CSA network was already large prior to MPTF funding (Agence Executif Communautaire (AEC) and CLM (Cellule de Lutte Contre la Malnutrition)).
- The AEC won MPTF funding, yet struggled with MPTF processes, *slowing fund absorption of funds* has been very slow. (By May 2015 had only spent \$50K.) Its \$300K proposal had to be reduced as over \$100k was included for salaries. Since October 2014, Senegal CSA has focused on recruitment and

internal organisation. Budget extension to WFP (the PUNO) application based on:

- recruitment took until August 2014
 - disagreement on the organisational structure, governance issues
 - claimed that lack of guidance increased delays
 - difficult to mobilise actors in the regions, especially Fatick and Kaolack
 - inability to recruit a advocacy consultant within budget
- Some international NGOs reported as insufficiently active, including Save the Children (SCF). (Helen Kellener, Africare, Hunger Project mentioned as active.)

Lessons and future priorities

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

**Sierra Leone: Health and Nutrition Sierra Leone Civil Society Platform
(HaNSL)**

<http://www.han-sl.org>

<i>Basic Facts</i>	
Budget:	US\$ 278,628
Start date:	21-Feb-14
Original end date:	31-Dec-15
New end date:	30-Jun-16
Extension (months):	6
PUNO:	UNICEF
Implementing Partner:	FOCUS 1000

Objectives

1. Build civil society capacity to advocate for nutrition at all levels
2. Increased gender empowerment for food and nutrition security
3. Establishment of CSA

Activities

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

Achievements

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

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

Factors

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

Lessons

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

workshops) have been critical for capacity and confidence building as well as knowledge sharing.

Future priorities

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

Sri Lanka: Scaling Up Nutrition People's Forum

<i>Basic Facts</i>	
Budget:	US\$ 235,400
Total cost for CSA:	US\$ 168,607
Start date:	23-Jan-14
Original end date:	31-Dec-15
New end date:	30-Jun-16
Extension (months):	6
PUNO:	WFP
Implementing Partner:	Save the Children

Objectives

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

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

Activities

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

Achievements

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

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- ✓ SUN PF's study on reviewing the National Nutrition Policy was able to push the government to review and monitor the National Nutrition Policy.

Factors

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

Lessons and future priorities

- Continuous communication and capacity building of CSOs to increase credibility of the civil society as a key stakeholder in scaling-up nutrition.
- Sustenance of the credibility bestowed in the civil society and SUN PF by the government as a key partner in improving nutrition in the country.

Uganda: The Civil Society Alliance for Scaling Up Nutrition (CSA for SUN)

<i>Basic Facts</i>	
Budget:	\$321,000
Start date:	01-Mar -13
Original end date:	31-Mar -16
New end date:	
Extension (months):	0
PUNO:	WHO
Implementing Partner:	<i>Uganda Civil Society Coalition (UCCO)</i>

Objectives

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

Activities

Functional CSO platform with harmonised information and capacity

- Adopting UCCO-SUN constitutive documents, web portal and e-newsletter
- Mapping CSOs and partners in Uganda

An effective policy and legal framework

- Training CSOs in nutrition advocacy
- Reviewing the national and district budgets
- Mobilizing communities and social groups to advocate for nutrition
- Nutrition advocacy initiatives of the Uganda Nutrition Action Plan (UNAP) 2011-2016

A stronger and sustainable multi-stakeholder dialogue

- Collecting baseline data to support benchmarking for monitoring
- Identifying monitoring and accountability needs from stakeholders
- Organizing and support media campaigns
- Mobilising communities and social groups to demand for government accountability
- Training UCCO-SUN members on monitoring accountability for nutrition

A constituency with capacity to demand for the scale up of nutrition activities

- Supporting Media and grassroots campaigns
- Reporting on UCCO-SUN activities

Achievements

- ✓ UCCO-SUN has engaged Members of Parliament (MPs) and the key Ministries. The CSA also reviewed the development of the Uganda Nutrition Action Plan (UNAP) 2011-2016.
- ✓ Nutrition exhibition attracted about 24 exhibitors and over 1200
- ✓ A nutrition advocacy training for 20 member CSOs held in Fort Portal

Senior Economist, Office of the Prime Minister
“UCCOSUN has played a critical role promoting multi-stakeholder nutritional engagements at the national that has shaped nutrition policy related discussions in Uganda.”

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- ✓ UCCOSUN reviewed the East African Food and Nutrition Policy.
- ✓ UCCOSUN trained stakeholders and SUN champions from Tooro Kingdom.
- ✓ UCCOSUN hosted the King of Tooro and the Prime Minister (PM) of Uganda.
- ✓ Baseline survey to identify member organisations' advocacy capacities.

Factors

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

Lessons and future priorities

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

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Zimbabwe CSO SUN Alliance (ZCSOSUNA) <http://www.zcsosuna.org>

Basic Facts

Budget:	US\$ 238,824
Start date:	11-Feb-14
Original end date:	31-Dec-15
New end date:	30-Jun-16
Extension (months):	6
PUNO:	WFP
Implementing Partner:	Progressio

Objectives

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

Activities

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

Achievements

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

Factors

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

Lessons and future priorities

- Urgent need to develop lightweight strategic framework for ZCSOSUNA (3-5 years) and work plan for 2016

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- Members implementing a lot of relevant programmes: nutrition specific and sensitive. Challenge is to scale up. Include facilitating scale up of members' programmes as a separate strategic objective. Role of ZCSOSUNA should be to facilitate mapping, development of joint programme proposals and facilitation of funding donors. Not to administer programme funds
- Ensure that national government structures are promoting and monitoring implementation of national policies (especially the Working Party of Permanent Secretaries)
- Increasing focus on promoting and engaging in government structures at regional and district levels.

Annex 10: Wider funding environment for CSAs

It is important to understand the contribution of MPTF funding for CSAs in the broader context of CSA development within the SUN Movement, as well as other sources of funding for CSAs. The MPTF provided funding to 24 out of the 36 CSAs that have been established to date. The MPTF has not been the only source of funding for some of the 24 CSAs (e.g. Peru, Laos). This is not surprising, given that one of the Management Committee's selection criteria is that projects should have co-funding.

We analysed overall funding needs of CSAs and other sources of funding for MPTF and non-MPTF funded CSAs. This enabled us to consider the following questions:

- What contribution is the MPTF making to the functioning of CSAs?
- Could CSAs have raised more funds from other sources?
- What would have happened without MPTF funding (counterfactual analysis)?
- What is the likelihood of CSAs being able to meet their funding needs from other sources in the future?

Overall CSA funding needs to date

The Evaluation Team considered the overall budgets of CSAs to try and assess the contribution that MPTF funding has made. Overall CSA costs typically include the following:-

- Secretariat costs: (staff salaries, office rental, telephone, internet, transport etc.)
- Executive committee and membership meetings
- Internal CSO outreach, awareness raising, capacity building etc.
- External awareness raising, advocacy, participation in multi-stakeholder platforms etc. (meetings with governments, parliamentarians, media and other external stakeholders...)
- Production of documents and materials for internal and external purposes

It is important to recognize that these costs are only a small proportion of the funding needed by civil society to make an effective contribution to scaling up nutrition. CSA budgets normally do not include costs for the implementation of nutrition specific and sensitive programmes. CSA budgets do include the costs for joint advocacy related activities but individual CSOs also include such costs in their own budgets.

Future funding needs

Future funding needs depend significantly on the extent to which funding for activities will pass through the CSA or will be accessed directly by members. Clearly, the more funds administered by the CSA the higher the Secretariat costs would be.

There is on-going debate about the role of CSAs in accessing and administering funds for nutrition programmes. Some CSOs believe that CSAs should apply for and administer programme funds for members. The most prevalent point of view is that CSAs should merely play a coordination and facilitation role, supporting members to map needs, develop joint proposals and to access funds which they themselves administer as individual CSOs or through consortia.

The same debate also applies to advocacy activities, although there is a much greater interest in joint work and funding being channelled through the CSA in this respect.

More established CSAs have started to decentralize their activities to sub-national levels. This results in increased costs for meetings, transport, and facilitation at these levels.

Other sources of funding for MPTF and non-MPTF funded CSAs

Other sources of funding accessed by MPTF and non-MPTF funded CSAs include:

- Member contributions and grants
- Bilateral funding from government donors and philanthropic institutions
- National pooled funds and budget support
- Consultancies

In-kind contributions by CSA members

Certainly, all CSAs have received in-kind support from NGOs in the establishment and functioning of the CSA. This has often been from the NGO that has hosted the CSA secretariat in the form of office space, transport and communications. Many have also received in-kind support from

“My director in headquarters does not even know that I do this whole area of work for the SUN CSA – but we do it because we feel the CSA needs our support. Twice a week, for example, I come in to manage and train the new CSA Manager.”

(CSA Chairperson, from an INGO)

member organisations for the implementation of activities, particularly for internal capacity building, the development of advocacy strategies and awareness raising moments, such as World Food Day. NGO staff often provide substantial time and effort towards the CSA without compensation – in Laos several Directors of International NGOs provided inputs to the CSA, demonstrating a strong commitment and cooperation among members of the CSA.

Financial contributions by CSA members

Some NGOs have made significant contributions towards the cost of CSAs mostly for capacity building and advocacy activities. They report it is more difficult to allocate funds to support secretariat costs. However, some members of CSAs are considering how they could include contributions towards the core costs of CSAs in their funding proposals. One non-MPTF funded CSA secretariat staff member argued that: “contributions from CSO members are fine in theory but do not work in practice at least at the beginning. They may only come once you can demonstrate what the CSA can do”. Certainly many informants expressed the view that some INGOs could be making higher financial contributions. On the other hand, CSO staff reported that there was not the necessary senior management buy in to enable this.

Bilateral funding from government donors

Some donors have provided funding bilaterally to some CSAs at country level. Ethiopia (Irish Aid), Tanzania (Irish Aid and Unicef) and Zambia (DfID, IrishAid, SIDA, GoZ) have obtained good or adequate access to funding without support from the SUN Movement MPTF. The other seven non-MPTF funded CSAs have not been funded at all by external donors. The limited activities that they have been undertaking have been supported with in-kind and financial contributions from CSA members. CSO informants highlighted the difficulties in accessing bilateral funds at country level: “Funding strategies need to be more global. When you discuss with them at national level it is already too late. For DfID, Europeaid, CIFF, Power of Nutrition it is the same – they all have their own plans, so sustainability needs to be discussed with them at global level” (CSA Secretariat coordinator).

National pooled funds and budget support

The Zambia Civil Society Scaling up Nutrition Alliance (CSO-SUN) acquires funding from the national SUN pooled fund, for which DFID is the major donor. Some informants suggested that international donors could be providing more budget support to national governments to support the strengthening of national capabilities and the implementation of scaled up programmes. They proposed that funding for CSAs could be included in this form of assistance.

Consultancies

The Zambia CSA (non MPTF funded) is also demonstrating that it is possible to raise funds for its core costs, advocacy and other activities by providing consultancy services to other SUN stakeholders.

What has been the contribution of MPTF to the overall funding of CSAs?

MPTF funding has mostly funded secretariat costs. It has also made a significant contribution to the internal and external activities identified in the bullet points above alongside contributions from some NGO members. It has not been possible to develop a reliable estimate of the percentage of overall CSA income coming from the MPTF, particularly given the importance of including in-kind contributions from members in the estimation. The case studies suggest 70-80% would be a good estimate for the 5 countries that we visited. In Laos, for example, more than USD 200,000 over 2 years came from non-MPTF sources in support of other activities under the CSA umbrella.

Could MPTF funded CSAs have raised more funds from other sources?

Even if some MPTF funded CSAs could have raised more funds, including from members, in most cases it appears unlikely that it would have been sufficient to cover requirements. Fundraising for CSAs appears to have become a priority late in the MPTF cycle. It does not feature strongly in any logframes the evaluators have seen. There is insufficient donor funding available in many of the countries in which CSAs received MPTF funding, as many bilateral donors do not see them as strategic priorities.

What would have happened without MPTF funding (counterfactual analysis)?

Without MPTF funding it seems highly likely that most of the 24 CSAs would have failed to become established. The amount of resources available would simply have been inadequate. The difficulty which most non-MPTF funded CSAs have faced in accessing funds and scaling up their activities also provides an indication of what would have happened without MPTF funding.

What is the likelihood of CSAs being able to meet their funding needs from other sources in the future?

Certainly there are some opportunities for CSAs to access funds at country and regional levels. Many of them need to make this a higher priority and develop their fundraising strategies and capacities. However, most CSAs will be unable to meet their funding needs from other sources at these levels in the coming 5 years. The CSN, in consultation with CSA members, estimates that established CSAs could aim to meet 40% of their requirements from other sources, leaving 60% still to be accessed at from the global level. For newly established CSAs, it might be reasonably expected that the percentage to be accessed from other sources would be similar to that accessed by CSAs to date, i.e. approximately 20%.

Annex 11: Outline of hosting, fund management/ oversight and operational support services

United Nations Office for Project Services (UNOPS) Geneva Office

October 2015

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UNOPS was requested to provide an indication of costs for the provision of Administrative Agent and Technical Secretariat services according to different annual disbursements. The response is provided below:

Administrative Agent only - Million US dollars

Description of Cost	\$5m	\$10m	\$25m	\$50m	\$75m
Project Cost	5.16	10.31	25.51	50.76	76.01
UNOPS Cost	0.32	0.62	1.28	2.28	3.29
Total Cost	5.48	10.93	26.79	53.05	79.30
% of UNOPS Cost	6%	6%	5%	4%	4%

Administrative Agent + Technical Secretariat - Million US dollars

Description of Cost	\$5m	\$10m	\$25m	\$50m	\$75m
Project Cost	12.41	18.11	35.01	63.26	91.51
UNOPS Cost	1.28	1.88	3.46	5.69	7.92
Total Cost	13.69	19.99	38.47	68.95	99.43
% of UNOPS Cost	9%	9%	9%	8%	8%

1. UNOPS as an Organization

UNOPS is an operational arm of the United Nations (UN), which, based on its mandate as a service-provider, supports the successful implementation of its partners' development, humanitarian and peacebuilding projects around the world. UNOPS is the UN's central resource for project management, infrastructure and procurement, and helps its partners by providing a range of high quality, cost-effective project management services. In addition to working with the UN, UNOPS also supports governments and international, regional and national organizations to implement projects.

UNOPS currently implements over 1,000 projects in over 133 countries worth around USD 1.2 billion a year on behalf of its partners, often in some of the most challenging environments, providing a range of advisory, implementation and transactional services. It has over 7000 personnel spread across 80 countries, offering its partners the logistical, technical and management knowledge they need. UNOPS is the only self-financing organization of the UN, and is therefore completely client-oriented.

Established in 1995 by the UN General Assembly, UNOPS is overseen by the Executive Board, members of which are elected annually by the UN Economic and Social Council (ECOSOC). The UNOPS Executive Director reports to the UN Secretary-General.

UNOPS has a clear and accountable governance structure, and has earned objective recognition in the form of consistently clean audit results, as well as new framework business agreements and strong partner satisfaction ratings. UNOPS management and financial controls include an internal audit and investigation unit, robust financial controls, an ethics office and whistleblower protection, a comprehensive information disclosure policy, competitive recruitment policies, strict procurement rules, publication of internal audit reports, and International Public Sector Accounting Standards (IPSAS) accounting regime.

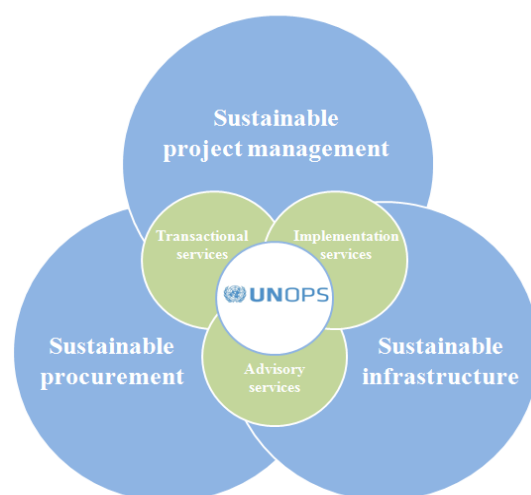
The UNOPS values, as listed below, are grounded in the UN Charter and are oriented to underpin UNOPS' role as a service provider. They form the basis for its organizational culture and are reflected in its policies, tools, products and services:

- **National ownership and capacity**
- **Accountability for results and transparency**
- **Partnerships and coordination**
- **Excellence**

UNOPS has committed itself to using limited resources effectively, providing value for money and being transparent about how the money is spent and results are achieved. UNOPS consistently employs international best practices, and meets the strictest industry standards in project delivery, transparency and environmental sustainability. This has been repeatedly recognized through prestigious certifications from third-party organisations, illustrated below.

UNOPS is a central resource in the UN and is committed to contribute to the results of its partners. It invests in making sure it delivers quality products and services in a timely manner. UNOPS benchmarks itself against external standards to ensure it reaches international best practice, and is the first UN organization to be **ISO 9001** certified for its global management systems.

UNOPS is committed to UN coherence and development effectiveness. It is a recognized leader in transparency and one of the first organizations to publish its project data according to standards established by the **International Aid Transparency Initiative (IATI)**.



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UNOPS received the acclaimed **Chartered Institute of Purchasing and Supply (CIPS)** Corporate Certification in 2011, which endorses excellence in procurement policies, procedures and practices. In 2015, UNOPS became the first UN organization and only the fourth organization in the world to be awarded the **Gold level in the Sustainable Procurement Review**.

In order to ensure a systematized and efficient approach, UNOPS has adapted the internationally renowned **PRINCE2** methodology as a standard project management modality across its projects. UNOPS is also accredited by APMG (Accrediting Professional Managers Globally) and PMI (Project Management Institute), both as service providers and trainers.

UNOPS has the following built-in mechanisms to ensure that independence, accountability and transparency are maintained at all times:

- **Engagement Acceptance Committee:** reviews all projects to ensure strict adherence to the UN Charter and UNOPS Financial Rules and Regulations.
- **Headquarters Contracts and Property Committee:** reviews high-value contracts and commitments entered into by UNOPS to ensure compliance with established procedures for international competitive bidding.
- **International Public Sector Accounting Standards (IPSAS).** The accounting regime brings international best practices in the area of accounting and financial reporting. The following benefits are envisioned through the adoption of IPSAS:
 - *Greater transparency* due to more comprehensive and precise information on the use of resources and on the status of liabilities;
 - *Strengthened accountability* through more frequent, accurate and complete financial reporting;
 - *Improved management and planning* throughout the organization due to more better accounting practices for estimates of income and expenditure as well as more comprehensive information on assets and liabilities;
 - *Strengthen the support for results-based management* through the provision of more comprehensive information on costs;
 - *Harmonization of financial reports and statements across the UN System.*
- **Audit:** funding arrangements administered by UNOPS are subject to internal audit. In addition, annual external audit of UNOPS is carried out by the UN Board of Auditors (UNBOA) appointed by the UN General Assembly. Both internal and external audits of UNOPS are published online, internal audits in the UNOPS website and external audits in the UNBOA website.
- **Risk Management and Assurance:** UNOPS internal risk management and assurance system that includes a comprehensive framework of risk identification, assessment and management and is based on PRINCE 2 methodology. This system is intended to help the organization as a whole and each of projects/engagements of UNOPS including hosted entities put in place an effective framework for taking informed decisions about the risks that effect performance objectives across all organizational activities including strategic, programme, project or operational. UNOPS risk management and assurance system includes the following elements:
 - Risk tolerance that is set up at the start-up of projects/engagements and is monitored throughout the project life cycle;
 - Risk logs for each project/engagement which are updated throughout the project through logging the risk type, description, status, owner, level of likelihood / impact, and risk management plan. Such logs are developed at the start-up of each project/engagement and are updated during implementation of projects;
 - Risk registers are developed for risk mitigation/management strategies/actions for each risk,
 - Leads Project System is an internal project management tool used to record engagement data; it captures the number of high likelihood risks and high impact risks and provides a basis for the risk cost, it also captures previous lessons learned to identify and mitigate risks in new projects.

- Project Assurance tool ensures that project performance is captured on a regular basis, including the potential risks and mitigation strategies in place. Internal Assurance is provided on a monthly, quarterly and annual basis for each UNOPS project/engagement.

2. UNOPS as a Hosting Agency, Fund (including Trust Fund) Manager and Provider of Operational Support Services

UNOPS is a uniquely positioned self-financing UN entity specialized in providing cost-effective high quality services to its partners in operational areas such as fund management, hosting and administration of partnerships and multiple donor funds, and fiscal and programmatic oversight.

Providing fund management and operational support services is in line with UNOPS mandate and mission to serve people by expanding others' ability to focus on their core mandated and programmatic activities. UNOPS provides a broad range of administrative, transactional and logistical services to organizations that require such support, but who still wish to maintain their own institutional identity and core mandate.

UNOPS extensive experience and proven track record in its focus areas allow partners to enjoy the benefits of specialization, shared knowledge and economies of scale. UNOPS transparent, accountable management services meet the highest international standards.

Through 20 years of experience in procurement, HR, and fund and grant management, UNOPS has developed systematically optimized processes and maintains the highest fiduciary standards to ensure effective fund management, oversight and reporting. The following provides some examples of fund management, hosting arrangements and support services UNOPS is currently providing to a number of entities:

a) Hosting Agency, Fund Manager and Operational Support Service Provider of the Water Supply and Sanitation Collaborative Council (WSSCC)

WSSCC is a global multi-stakeholder partnership organization enhancing collaboration among agencies and professionals engaged in sanitation and hygiene. The UNOPS Geneva Office has acted as the legal/administrative host as well as trust fund manager of the WSSCC since 2010. Previously hosted by the World Health Organization (WHO), WSSCC was established in 1991, and is composed of approximately 50 staff and consultants, with annual budgets of approximately USD 35-45 million.

UNOPS administers and oversees all operational aspects of the WSSCC, including recruitments/HR, finance, procurement and grant management. UNOPS' functions in financial management include being responsible for the effective, transparent and efficient management of the WSSCC accounts. UNOPS also acts as the grants manager for the Global Sanitation Fund, assuming full fiduciary responsibility for the management of the entrusted funds, and, to date, has committed over USD 105 million in 10 LDCs. UNOPS accepts donor contributions and signs agreements with donors, taking custody and administering these funds. UNOPS also supports the procurement and selection process of the grantees, cooperating with WSSCC in the selection, and preparing the relevant agreements and disbursements thereafter. UNOPS provides support for the M&E of the projects, through sourcing and contracting of experts. Finally, UNOPS reports on all financial aspects in the agreed formats, identifies and contracts appropriate audit services, receives and comments on audit reports, and follows up on the implementation of audit observations.

b) Hosting Agency, Fund Manager and Operational Support Service Provider for Stop TB Partnership

The Stop TB Partnership is a large global coalition of more than 1300 partners across 100 countries established in 2001, with yearly programmatic expenditures of approximately USD 75 million. Since January 2015, the UNOPS Geneva Office is hosting Stop TB, previously hosted by WHO. As a legal host and administrative agency to Stop TB, UNOPS is responsible for entering

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into agreements with donors, collecting contributions, disbursing resources to the Secretariat partners in accordance with the work plan and upon approval from Stop TB. In particular, UNOPS provides grant management services (selection of grants, grant agreements, disbursements, monitoring of performance) for the three major multi-country programmes of Stop TB. UNOPS is also entrusted with the consolidation of financial statements and reports, and supporting Stop TB in HR, procurement, administrative and logistical back-office support. The Stop TB Partnership Secretariat has approximately 45 staff members. Funding comes from 12 donors including USAID, the Gates & Melinda Foundation, DFID, the World Bank, UNITAID and the Global Fund.

c) Trust Fund Manager for the Enhanced Integrated Framework

The Enhanced Integrated Framework (EIF) is a joint initiative and multi-donor partnership designed to reduce poverty, enhance capacity of the fifty Least Developed Countries (LDCs) to integrate into the multilateral trading system, and increase their access to markets. In this way, the programme works towards a wider goal of promoting economic growth and sustainable development and helping to lift people out of poverty. The partnership includes six core agencies: the WB, IMF, WTO, UN Conference on Trade and Development, International Trade Center and UNDP. In 2008 UNOPS was selected to serve as the EIF Trust Fund Manager (TFM). The amounts pledged by donors (over twenty donors) total USD 250 million, in addition to bilateral aid for specific countries and trade-related projects. The programme is currently helping 49 of the poorest countries worldwide.

d) Hosting Agency, Fund Manager and Operational Support Service Provider of Cities Alliance

The Cities Alliance is a partnership for urban poverty reduction and the promotion of the role of cities in sustainable development. It aims at supporting cities, local governments and their partners in the developing world in addressing challenges to capture the gains of urbanisation and taking advantage of opportunities, for the benefit of their citizens. UNOPS acts as the host of the Secretariat and Trustee for Cities Alliance, and provides operational support services including financial and HR management and procurement.

e) Local Fund Agent for the Global Fund to Fight AIDS, TB and Malaria

UNOPS has been providing management advisory services to the Global Fund as a Local Fund Agent (LFA) since the first round of grant approvals in 2002, supervising over USD 1.5 billion of funds over the past 7 years. UNOPS currently fills this role in 13 middle-income and LDCs.

As the Global Fund does not have a country-presence outside of its Geneva offices, it selects through a competitive bidding process LFAs to oversee, verify and report on grant performance. The LFA is an important part of the Global Fund's fiduciary arrangements, including: (a) Work undertaken before the signature of a grant agreement: Assessment of the proposed Principal Recipient (implementer) capacity and track record, and the effectiveness of internal controls and systems, as well as reviewing the proposed detailed budget, work plan and other grant related documents; (b) Work undertaken during the ongoing grant management: Independently reviewing the implementer's progress in achieving the performance targets and appropriate use of funds in accordance with the grant agreement, including risk management and management of fraud; and (c) Work performed with respect to grant closure: Reviewing activities related to the closing of the grant and advising on issues and risks related to grant closure.

The LFA's role is to provide independent assessments and make realistic recommendations to enhance implementers' capacities and impact. Although LFA donor reports are confidential, they contribute to consolidate in-country capacities and ownership, thereby supporting long-term sustainability of national responses to the diseases. LFA performance is monitored by the GFATM through a rigorous evaluation system, including routing ratings using their performance evaluation tool, in country evaluations by stakeholders, and a mid-term review, particularly conducted through GFATM staff visits.

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UNOPS, as a UN and not-for-profit entity, shares values with the GFATM (such as sustainability, country ownership and independence), and holds itself to a high standard of accountability and cost-efficiency. In addition, UNOPS' expertise in development, including capacity building and training, as well as in procurement, places it in a unique and advantageous position to undertake the LFA duties for the GFATM. UNOPS' approach to LFA services is development oriented and results driven.

The UNOPS LFA portfolio is managed from its Geneva Office, which manages and offers comprehensive administrative and technical support to LFA Country teams with over 40 staff. The LFA team plays an active role in the Global Fund Key Performance Management Group, with the Head of Programmes of the Geneva Office acting a key liaison with the Global Fund Secretariat, ensuring satisfaction with UNOPS services, solving LFA management issues, and developing other lines of services to the Global Fund.

f) *Trust Fund Manager and Operational Support to UNISDR for AR!SE Initiative*

The AR!SE Initiative is a global public-private partnership to respond to the challenge of disaster risk reduction, led by the United Nations Office for Disaster Risk Reduction (UNISDR). UNOPS' Geneva Office manages the R!SE TF, including responsibility for financial and operational management, the receipt and disbursement of project funds, preparation of budgets, monitoring of expenditures, and tailored financial reporting. The private sector, such as the Walmart Foundation, has provided funding to the TF.

g) *Other partners receiving operational support services (i.e. HR, fund and grant management) include:*

- The International Aid Transparency Initiative (IATI)
- UN Global Pulse
- UN Office for Disaster Reduction
- UN Water Inter-Agency Trust Fund
- Scaling Up Nutrition (SUN) Movement
- Sustainable Energy 4 All (SE4ALL)
- The Nansen Initiative

In addition, UNOPS provides HR services to several UN agencies (e.g. UNHCR, WHO) and contracts approximately 7,000 personnel on an annual basis, and creates thousands more work opportunities in local communities.

In sum, UNOPS is attractive because it brings its experience as the Fund Manager and Operational Support Services provider to other multi-stakeholder initiatives as well as providing support to other international secretariats, both inside and outside the UN system. UNOPS has strong skills in efficient and cost-effective project management and fundraising.

This is not least the case of the UNOPS Geneva Office, which has been present since 1996 and which is particularly active in provision of hosting services, multi-donor fund and project management, assessment of grant recipients, grants monitoring and supervision, human resources management and procurement. The Geneva Office manages a global portfolio of around US\$ 200 million.

3. Trust Fund Management Services

UNOPS is a subsidiary organ established by UN General Assembly decision 48/501 of 19 September 1994 as a central resource for the UN system in procurement, contracts management and other capacity development activities, as well as its value in providing efficient, cost-effective services to partners in its specialized areas. UNOPS is committed to providing advisory, implementation and transactional support services in sustainable project management, infrastructure and procurement. UNOPS is particularly proud of assisting its partners acting as Trust Fund Manager and Fund Manager of Multi-Donor funded programme as well as regarding loan and grant issuance, administration and supervision.

Currently, UNOPS is able to support partners acting as Trust Fund Manager under two different setups, either (a) in accordance with UNOPS standard legal arrangements specifically adapted for

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UNOPS to act as Trust Fund Manager or (b) in accordance with UN-system wide arrangements for the management of Multi-Donor Trust Funds (where UNOPS acts as an Administrative Agent, and may also implement other activities).

UNOPS may act as Trust Fund Manager. In addition, UNOPS may perform other support and/or implementation activities.

UNOPS, as Fund Manager / Trust Fund Manager assumes responsibility for the effective, transparent and efficient management of the fund on behalf of the governing body of the fund. This may include the following tasks and functions:

- (i) Acceptance of pledges (if required, in accordance with the governance arrangements);
- (ii) Conclusion of agreements with donors (contributions shall be received through a dedicated ledger);
- (iii) Preparation of budgets;
- (iv) Allocation of funds;
- (v) Project financial management;
- (vi) Grants Management including assessment of the recipient's capacities);
- (vii) Recommendations on capacity building and provision of technical assistance;
- and,
- (viii) Supervision, monitoring, evaluation, and reporting.

UNOPS assumes similar responsibilities when it acts as Administrative Agent.

In some instances, UNOPS provides additional support to partners wishing to contribute to a Trust Fund. These activities may comprise the provision of administrative services in support of the functions of the Steering Committee. This may include:

- (i). Logistical arrangements required to facilitate the Steering Committee meetings, including the preparation of the agenda and minutes, sharing information on behalf of the Chair distribution of documents, etc.;
- (ii). Documenting, communicating and ensuring follow-up of the Steering Committee's decisions;
- (iii). Assisting the Steering Committee Chair in following up on Steering Committee decisions;
- (iv). Reviewing submissions and ensuring quality documentation and adherence to the Fund's standard operating procedures;
- (v). Provide advice for disbursement decisions;
- (vi). Tracking the Steering Committee approvals, allocations and implementation progress and identify challenges to be reported to the Steering Committee regularly;
- (vii). Maintain updated records and documentation including Fund strategic documents, approved grant submission forms, annual and periodic reports, and other information relevant to the Fund.
- (viii) Provision of project implementation support services such as procurements, contract administration of suppliers and service providers, travel, HR, etc.

In other instances, UNOPS support could include the establishment of an operational and administration framework in support of the activities of the Trust Fund, including headquarters and field presence, if so required.

UNOPS is able to act as Fund Manager / Trust Fund Manager under different governance arrangements. Usually, UNOPS would act under a governance structure composed by a single Steering Committee. The Steering Committee would act in accordance with a clear and well-defined set of terms of reference. All donors would be represented in the Steering Committee and would have voting rights as member of the Steering Committee. The Steering Committee would usually be chaired by a United Nations entity or a Member State of the United Nations.

Other arrangements may be possible, adding the required complexity to the governance structure when, for example, technical inputs are required given the special technical relevance

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of the thematic area. In other instances it including different layers in the governance structure may be required in order to have different degrees of oversight at different intervals.

UNOPS is a partner fully committed to meet the needs of the development partners it supports and therefore it is also able to work with governance structures where technical inputs are provided at different stages of the project cycle. Consequently, as defined by the governance structure, UNOPS may retain activities for direct implementation or, as decided by the governing bodies of the Trust Fund, provide financial support for project/programme implementation activities to be undertaken by a wide range of partners, such as public sector entities, United Nations agencies, international and local Non-Governmental-Organizations, etc.

4. Outline of operational support services

The following provides an overview of the different operational support services (the scope of services will be adjusted as per the requirements of partner) UNOPS may provide to partners.

4.1 Human resources

UNOPS HR management services are developed within the framework of the rules and regulations established by the General Assembly of the UN. The Executive Secretary and relevant senior staff of the partners are the responsible hiring managers for the selection of all staff, through the administrative support of UNOPS and within the budgets approved through the governance mechanisms of partners.

There are several contractual modalities which UNOPS offers to its clients:

- **Permanent Appointment, Fixed term appointment (FTA)** for a period of one to five years, and **temporary appointment (TA)** for less than one year, contracts under the Staff Rules which provide the status of a staff member, including an UN Laissez-Passer and coverage under the Convention on the Privileges and Immunities of the United Nations of 1947. Details regarding benefits, entitlements, insurance, etc. have been provided to the STBP Secretariat.
- **Individual Contractor Agreement (ICA)** introduced by UNOPS to engage individuals for provision of services through a flexible and all-encompassing contracting tool, and to replace a previous complicated system of different contracts. Details regarding benefits, entitlements, insurance, etc. have been provided to the STBP Secretariat. STBP personnel holding Individual Contract Agreement (ICA) will be considered internal UNOPS personnel and therefore enjoy benefits such on Learning and development in training activities and are eligible to apply to the UNOPS Educational Assistance Programme.

Under its HR Regime UNOPS provides a broad range of human resources management services through the recruitment, contracting and administration of qualified technical personnel/staff, in accordance with UNOPS rules, regulations and procedures. More explicitly, UNOPS will:

- Advise on staff planning and organizational structure;
- Recruit, select, induct, administer, train, advise and support personnel;
- Assist/advise in the preparation of Job Descriptions, Terms of Reference and Vacancy Announcements for staff and non-staff positions, as required;
- Write and post vacancy announcements in electronic and print media, as required;
- Advise and assist in the selection process of suitable candidates;
- Undertake the recruitment of selected and duly approved candidates;
- Advise, Manage and administer personnel contracts including payments of salaries/fees, and applicable benefits and entitlements;
- Organize learning & development activities, as required;
- Advise and guide on performance management;
- Administer separation cases;
- Advise and guide on Absence Management and Leave Monitoring;
- Manage disciplinary cases;

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- Provide advice and guidance on HR contract modalities, applicable UN regulations and rules, UNOPS rules, policies and procedures, recruitment and selection, performance management; learning & development; and related systems and tools.

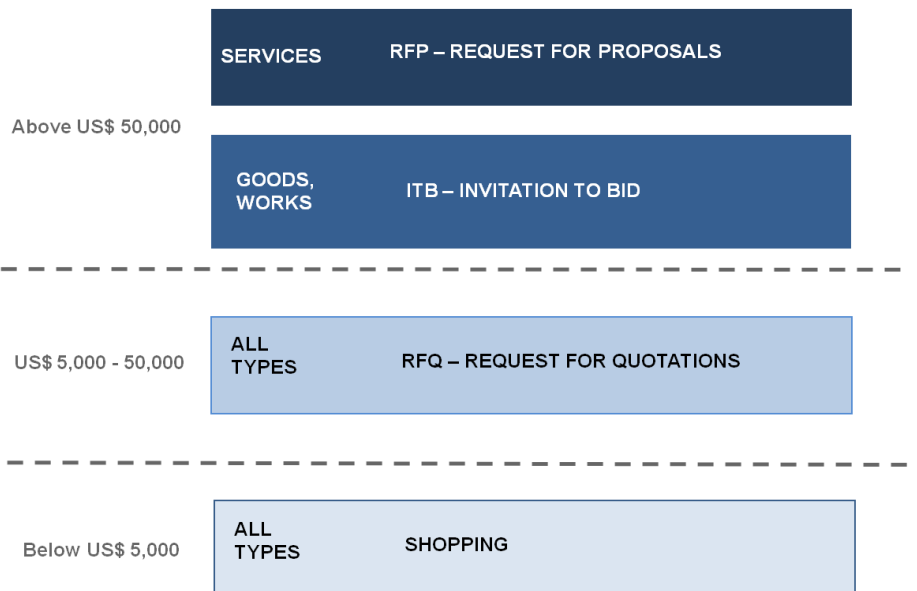
4.2 Procurement of Goods, Services and Works

UNOPS is the central procurement resource in the UN system. As a United Nations organization UNOPS does not favor any commercial or any special interest. It combines highly effective service delivery with a low profile approach. On behalf of UN agencies, international financial institutions, governments and NGOs UNOPS procures a broad range of goods and services with an annual value of about USD 800 million, following the principle of “best value for money” (see copy of UNOPS Procurement Manual on the website www.unops.org). Many of UNOPS procurement services are delivered in countries where local capacity is limited, in particular in post-disaster and peace-building settings.

UNOPS provide standard procurement and contracting services for partners in line with ‘best value for money’ practices and applicable sustainability elements. More explicitly, the UNOPS will:

- Assist/advise in the preparation of Technical Specifications or Terms of Reference, if required;
- Undertake the solicitation and sourcing process including, if required, the advertisement of the tender in electronic and print media;
- Evaluate tender documents together with partners;
- Pursue contracts approval from the relevant UNOPS Contracts Committee if required;
- Issue contracts or agreements as appropriate and develop tailor made contracts and agreements if required;
- Administer contracts/agreements including the monitoring of performance and issuance of due payments, accordingly;
- Arrange cargo insurance if required.

Solicitation Methods Overview



Procurement cases up to US\$ 250,000 are reviewed and awarded within UNOPS Geneva Office. The Local Contracts and Property Committee (LCPC) is responsible for procurement cases above US\$ 250,000 and below US\$ 1,000,000, and the Headquarters Contracts and Property Committee (HQPC) covers all cases above US\$ 1,000,000. Both the LCPC and HQPC convene weekly or ad hoc if urgency requires to rapidly review procurement cases of a certain volume.

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With its high buying-power, UNOPS enjoys considerable leverage with suppliers and passes cost-benefits to its clients. UNOPS has entered into Long Term Agreements (LTAs) with suppliers for a number of “off-the-shelf” goods and services, thus guaranteeing highly competitive prices for its clients. Through these, UNOPS can also bypass tendering, which significantly accelerates the procurement process. UNOPS clients can access to goods under LTAs via the UNOPS e-procurement portal and United Nations WebBuy which allows them to rapidly check and track goods and prices.

4.3 Grant Management/ Engagements with governments and UN agencies

As mentioned above, UNOPS has extensive experience with grant management, including as the Executing Agent for the GEF-SGP. UNOPS has developed its own Grants Manual which can be found on our website: www.unops.org.

UNOPS:

- Supports partners, as necessary, in implementing its grant policies, including with undertaking open, competitive Call for Proposal exercises, evaluation and selection of most suitable Grantees (in line with established Grantee Selection mechanism, if any and if such mechanism does not exist UNOPS will assist partners to produce such mechanism);
- Support partners, as necessary, with the direct selection of Grantees in accordance with the in line with established Grantee Selection mechanism approved by the governing mechanisms of partners;
- Award and issue Grant Agreements with selected Grantees and/or partners’ implementing agents including applicable terms, provisions, responsibilities, milestone schedules etc.;
- Issue UN2UN agreements and Project Cooperation Agreements as appropriate;
- Support partners, as necessary, with the administration of Grant Agreements including the monitoring of Grantees performance, and issuance of due payments, accordingly.

4.4 Financial management

UNOPS will be responsible for the effective, transparent and efficient management of the partners accounts in line with the project agreement and as authorized by the partners’ governance mechanisms on behalf of the donors, partners and stakeholders.

UNOPS has full delegated authority for the financial management of the partners’ accounts in accordance with its own Financial Regulations and Rules and within the strategy and priorities approved by the governing mechanisms of partners. More explicitly, UNOPS may (the exact scope of financial management services shall be covered by the project agreement):

- Accept donor contributions for partners through signature of respective Contribution Agreements;
- Receive and register partners’ funds in a central database;
- Maintain a financial management systems to reflect transactions related to partners;
- Maintain separate ledger accounts for earmarked contributions or as per the requirements of partners to reflect all advances from proceeds of contributions and of all expenditures paid from these contributions;
- Prepare annual budgets for presentation to the Governance bodies of partners;
- Disburse financial resources allocated to properly approved projects/programmes/activities through adequate legal agreements and actions;
- Monitor expenditures to ensure that funding is spent for the intended purpose;
- Prepare reports on all financial aspects of the partners;
- Carry out auditing and monitoring & evaluation activities as requested and/or required

In order to effectively process payments UNOPS uses an automated central payment facility through its ERP system. A vendor profile will be established for each cooperating vendor including all relevant information such as contact and bank account details. Once all required information is received by UNOPS, the payment will be processed normally within seven to ten working days and the corresponding transaction will be registered on the client’s account within five working days. In addition, UNOPS can apply alternative payment modalities so that

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payments can reach the most remote project locations or payees in countries with volatile banking facilities.

The eligibility to interest income is stated in the interest clause of the donor agreement. Interest income (earned) on the cash balances of the funds of partners is to be credited to the partners' accounts and used in accordance with UNOPS Financial Regulations and Rules and financial and administrative practices for the benefit of partners. The interest income (earned) will be reported in the partners annual financial statements.

Interest income on the cash balances of the partners funds will be credited to the partners accounts.

4.5 General administrative services

UNOPS provides a range of administrative support services, including standard procurement and contracting services, duty travel, and training. More explicitly, UNOPS may:

- Support the provision of proper IT services including arrangements for server capacity, e-mail addresses, maintenance and trouble-shooting support as well as website hosting;
- Ensure access to and maintenance of telephone lines as well as payment of telephone calls in support of partners related activities;
- Ensure provision of Corporate Business Insurance/comprehensive risk management;
- Ensure access to legal services;
- Organize official duty travel worldwide and related travel entitlements for partners related activities; assist with obtaining visas;
- Implement training activities and fellowship as required;
- Support contract management for Lease (premises) and contracting process of alternative office space if required;
- Provide for electronic and physical document storage if required.

Travel is managed in accordance with the UNOPS travel policy. As a general service provider for travel, UNOPS works with Carlson Wagonlit Travel (CWT) for travel transportation arrangements. Local travel facilities are also available in most regions to reach out to persons in countries around the globe including in remote areas.

Payments of travel entitlements to travelers are effected through a broad range of mechanism including centrally and locally effected bank transfers as well as direct delivery through local payment agents. Personnel traveling through UNOPS authorized travel will either be furnished with a Laissez-Passer (for UN staff) or a UN certificate (for independent contractors/consultants) and have access to the UN security system. UNOPS can also assist in issuance of visas for official travel when required.

UNOPS has dedicated personnel in charge of all travel arrangements for partners. Upon receipt of a travel request UNOPS prepares a travel authorization, which once signed will be used to purchase a ticket. The services cover all travel arrangements for the partners staff and related activities, such as participation in meetings, conferences, and evaluation committees, etc. If the partner decides to hold an extraordinary, large-scale conference, then additional ad-hoc resources may have to be assigned.

4.6. Financial reporting

UNOPS issues financial reports and statements following a reporting format to be agreed with the partner and which will be an annex to the donor agreements. The reports required and frequency will also be stipulated in the donor agreements.

UNOPS issues the following types of financial reporting during the project life cycle:

- Annual Financial Management Reports (FMR) before or after closure of books.
- Interim Financial Statements (IFS) after closure of books for the month or quarter;
- Annual Financial Statements (AFS) on the previous calendar year, showing income and expenditures as at 31 December each year after closure of the books for the financial period and audit concluded by the United Nations Board of Auditors (UNBOA), UNOPS Corporate audit;
- Final Financial Statements (FFS) once the projects are operationally and financially closed. The projects are closed financially once all balance sheet items such as accruals

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- for staff and services, unliquidated obligations etc. have been settled and the FFS accepted by partner;
- Cash flow forecast (liquidity forecast) upon request.
- Interim expenditure reports and other reports as may be reasonably requested

Any additional reports can be prepared as requested by the partner. The narrative reports will be the responsibility of the partner. However, if required UNOPS may support the partner in providing inputs and production of progress and other narrative reports.

All financial accounts and statements shall be expressed in United States Dollars. UNOPS will send the donors the same reports to describe all of its finances.

Requests for payments will be submitted by the partner to the dedicated Portfolio Management Team, which will review, clear and submit to finance for payment.

4.7. Audit Provisions

UNOPS can be responsible for standard audit exercises for partners in line with its applicable policies, requirements and practices. More explicitly, the UNOPS may (exact scope is to be underlined in the respective agreements with partners):

- Undertake internal audits as per corporate policy to ensure compliance and best practices in line with UNOPS standards;
- Identify and contract appropriate audit services as stipulated in the Contribution Agreements with donors or as requested on case by case basis by the partners;
- Receive and comment on audit reports;
- Follow up on the implementation of audit observations.

5. Guiding principles and framework for UNOPS Hosting Arrangements

This section provides an overview of the framework that governs the hosting arrangement, including the overall guiding principles, delegation of authority, the service types, and the roles and responsibilities¹⁹.

The overall principle under-pinning the hosting arrangement is that the hosted entities focus on their core mandated and substantive programmatic activities, while UNOPS provide fund management/oversight, operational support services and administrative oversight framework that allows for efficient programme delivery and high impact.

- **Strategic direction, human and financial resources:** The UNOPS hosting model allows for an independent governance structure. The governance structure (Standing Committee or any other as established by hosted entities) maintains complete autonomy to make decisions on the strategic direction and human and financial resources of the hosted entities, consistent with UNOPS policies. This includes approval of the operational strategies, annual work plans and budgets, etc. UNOPS will not get involved in strategic and programmatic issues. UNOPS operates with annual budget cycles that follow the calendar year. It is suggested that the hosted entities adopt the same budget cycle for both practical administrative reasons and because it gives the Standing Committee more flexibility to adjust to needs and a better opportunity to provide guidance and oversight. UNOPS, as the Host Agency, can be represented *ex-officio* in the Standing Committee as an observer.
- **Oversight and performance assessment of the Executive Secretary/Director:** The Executive Secretary/Director is selected and appointed in accordance with UNOPS policies and procedures, while retaining the ability to operate in a functionally independent and effective manner in accordance with UNOPS organizational directives and administrative

¹⁹ This proposal does not enter into a detailed description of the governance structure of the hosting arrangement; this will be established jointly during the transition period and codified in a set of Terms of Reference.

instructions. The approval of the terms of reference and the selection as well as supervision of the Executive Secretary/Director will be maintained as at the present.

- **Clear identity and mandate:** As is the case with other partners hosted by UNOPS, the hosted entities retain their own institutional identity that is recognizable to all stakeholders. The hosted entity will maintain its own website, logo, letterhead, email addresses, etc.
- **Communication with partners:** The Secretariat, will be able to communicate with its partners. Written communication will not have to be cleared by UNOPS, with the exception of legal documentation such as MOU and agreements as UNOPS formally is the legal entity that enters into contractual arrangements on behalf of the hosted entity. The Secretariat may wish to seek advice and inputs from UNOPS on case by case basis.
- **Efficient, flexible, and accountable administrative processes:** As mentioned above, UNOPS has a proven track with the provision of efficient, accountable and effective support services.
- **Resource mobilization:** As a fully self-financed agency, UNOPS employs a flexible and creative fund raising approach aimed at attracting a diverse set of donor resources. UNOPS has recently developed an approach to engage the private sector. It applies a solid due diligence process in the engagement process. As a member of the UN family, UNOPS would follow the guidance of the Global Compact and would not, for example, engage with tobacco companies. The hosted entity would be able to benefit from this platform. Moreover, there are no potential institutional conflicts of interest between the hosted entities and UNOPS.

Another key driver behind the proposed framework is minimum interruption of operational requirements and programmatic delivery of the hosted entities. It is essential that there is a smooth transition and the hosted entity's Secretariat will remain functional at all times.

An additional guiding principle is one of efficiency and avoidance of duplication of efforts and structures. It is a delicate balance between maintaining institutional control and continuity, and at the same time implementing change and minimising redundancies. Experience shows that it will be important to thoroughly analyse the needs of the hosted entity's Secretariat in comparison with the resource requirements and services provided by UNOPS.

Whether the hosted entity in general will seek to make changes to its programmatic focus, internal processes, and staffing requirements, remain decisions fully up to the hosted entity and its Standing Committee. Either way, it is vital that adequate resources are allocated for the transition process.

6. Concluding remarks

UNOPS fund management and operational support services not only provide the partners with efficient support services, but also enable the partners to create a foundation for a strong and sustained growth.

UNOPS is an ideal candidate for providing hosting, fund management/oversight and operational support services to UN agencies and international organizations for the following main reasons:

Experience and Proven Track Record:

- Significant experience from other fund management and operational support arrangements.
- Capacity in grants and fund management for multi-donor programmes.
- Expertise in partnerships with UN, governments, government agencies, NGOs and private sector, and contract administration with sound financial and programmatic reporting systems.

Independence and Neutrality:

- Capacity to work with multiple countries and implementing partners.
- No conflict of interest due to clearly defined role.
- No political or specific substantive agenda.

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- No conflicting thematic mandate with partners

Highest Standards and Consistency:

- UNOPS operates as a fully self-financing, not-for-profit entity, which promotes efficiency and financial discipline.
- UNOPS transparent, accountable management services meet the highest international standards. Partners are assured consistent performance to agreed standards of quality, timeliness and cost, and safeguards against implementation risk.
- UNOPS has systems in place, and capacity to prepare and submit financial statements and reports to multiple donors in a timely manner, as per donor requirements.
- UNOPS has a recognized and respected reputation and highly professional (most of them internationally certified) staff in project and fund management and implementation. As such, partnering with UNOPS gives donors confidence that resources will be spent properly.

Broad Network of Partners and Established Relations with Donors:

- UNOPS has a solid experience of working with various partners - UN agencies, the Global Fund to fight AIDS, Tuberculosis and Malaria (GFATM), Three Diseases Fund (3DF), Global Environment Facility (GEF), Stop TB Partnerships, Water Supply and Sanitation Collaborative Council (WSSCC), World Trade Organization (WTO), International Labour Organization (ILO), United Nations Conference on Trade and Development (UNCTAD), World Bank (WB), International Monetary Fund (IMF) etc.
- UNOPS has established relations with a large number of donors – including but not limited to the EC, USAID, CIDA, DFID, Governments of Sweden, Finland, the Netherlands, Norway, and Switzerland.
- UNOPS experience in cooperation with the EC should receive special attention. UNOPS has a liaison office in Brussels, with an aim to increase understanding and coordination between UNOPS and the EC, develop partnership opportunities and to serve as a focal point for UNOPS managers around the world. UNOPS also has liaison offices in Tokyo, New York and Washington for facilitation of coordination and resource mobilization with US and Japan government as well as IFIs/World Bank.

Global presence, efficiency, value for money and speed:

- UNOPS has a truly global reach, with its Headquarters in Copenhagen, five regional offices, strategically located operations centers (including the Geneva Office), and project presence in over 130 countries.
- UNOPS regional, sub-regional and country structures are flexible and easily adaptable for clients' needs to efficiently deliver fund management and operational support services in cost effective and timely manner.

Annex 12: Outline of potential services by The New Venture Fund

<http://www.newventurefund.org>

About the New Venture Fund

The New Venture Fund (NVF), is a US registered public charity, established in 2006. It conducts public interest projects and helps donor launch new projects quickly and effectively, collaborate efficiently, and develop high-impact grant-making programs. NVF offers robust international grant-making support, and has executed grants and disbursed funds to over 30 countries around the world.

An independent board of directors that has extensive experience in philanthropy and non-profit management oversees NVF. NVF is managed under an administrative agreement with [Arabella Advisors](#), a leading national philanthropy services firm that helps philanthropists and investors find innovative ways to achieve greater good with their resources.

It hosts projects for different donors. For example

NVF has been working with Gates for the past 6 years on its Global Health Advocacy Small Grants Initiative (SGI). SGI provided targeted and cost-effective funding for time-sensitive advocacy projects that help improve global health by raising awareness, improving communication, and increasing funding. The initiative focused on small projects that could leverage resources and magnify impact, such as awareness campaigns and strategic meetings and events. When the term of the investment ended, the Gates Foundation decided to grow the program and focus on policy and advocacy projects. In 2012, the foundation launched the Global Policy and Advocacy (GPA) program. Since 2007, the funds have granted or contracted over \$20 million to 70 organizations in 20 countries.

The NVF is also hosting the Gates Foundation funded Nutrition Advocacy Fund. The Nutrition Advocacy Fund is providing grant support (ranging from US\$75,000 to US\$200,000) to nutrition-focused civil society organizations in high-burden countries to develop and implement advocacy plans to secure financial and/or policy commitments at the N4G2 summit in August 2016. The NAF call for proposals, including application questions is presented at the end of this Annex.

Potential administrative and secretariat services provided by NVF

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NVF would have a dedicated team assigned to managing the grant review, execution and disbursement process and donor reporting requirements and would rely on NVF's internal compliance, finance and operations specialists as needed.

NVF can provide bespoke services according to the needs and preferences of the SUN Movement, including

- Pass through: NVF would serve as the direct grant recipient of the funds from public and private donors and sign agreements directly with users at global and national levels
- Application screening and review
- Due diligence
- Fund disbursement (within 4 weeks from decision to receipt by users)
- Verification of programme and financial reports by users
- Donor reporting and compliance

In terms of financial management by sub-grantees, NVF conducts due diligence before making a grant award and will monitor funded projects throughout their duration. Before deciding to award a grant, NVF typically requires a narrative, project, and grant budget proposal and appropriate due diligence documents. NVF will conduct due diligence on each applicant, which includes reviewing the following:

- IRS determination letter, or an international equivalent with a certified translation as necessary
- Board of directors, including officers and their affiliations
For international applicants, a staff list will also be requested; these with names will be checked against the Specially Designated Nationals List
- Audited financials and most recent 990 or an international equivalent to assess the organization's financial health

Should the due diligence process bring into question the organization's financial or organizational health, NVF will explore any concerns more deeply, present concerns to the advisory board, and take the concerns into consideration when structuring the grant or contract. During the grant period, NVF is also able to maintain contact with grantees through regular reporting and conversations to track and manage the grant spending and ensure that the activities are in compliance with the grant agreement.

Upon completion and often during the grant period, funded organizations will be required to complete a one- to two-page narrative report, and submit any relevant media or other metrics and a financial report dated and signed by an officer. Based on information provided by the organization, NVF will determine whether the organization was successful at meeting its stated project goals and objectives.

This is the baseline approach. In the case of extenuating circumstances, additional oversight may be provided in order to sufficiently steward the funds. The NVF model is easily adaptable to the needs of specific donors and circumstances, so an approach would be designed that best meets the needs of the fund.

Fund management / decision making

The final decision-making lies with the NVF Board but an Advisory Committee, which would consist of SUN stakeholders, will inform decisions. In effect, the NVF would sign off on the Advisory Committee's decisions and would only intervene in exceptional circumstances. The Advisory Committee would perform the role currently played by the SUN Movement MPTF Management Committee.

Administration fees

Based on an annual disbursement range of US\$ 5 million to \$75 million, the fee for managing the SUN Movement Fund could range from 2% to 8% of the total amount of funding that is granted to the Fund. The factors that influence our fee include:

- number of grants that need to be reviewed, approved, executed and disbursed
- number of donors
- complexity of donor reporting and compliance requirements
- complexity of the financial reporting required to manage the incoming and outgoing funds
- number of staff or consultants/vendors (if any) to be managed by NVF as part of this fund

Nutrition Advocacy Fund

Request for Proposals

The Nutrition Advocacy Fund is pleased to invite you to submit a proposal for grant support to develop and implement an advocacy plan that will secure clear and firm financial and/or policy commitments from governments of high-burden countries to improve nutrition programs.

Overview

The second Nutrition for Growth (N4G2) summit in August 2016 in Rio de Janeiro, Brazil, will be an important opportunity for governments in high-burden countries to make financial and/or policy pledges to improve their countries' nutrition. This summit will provide a platform of global visibility for these governments, especially compared to prior summits that placed less emphasis on governmental pledges. To take advantage of this opportunity, the Scaling Up Nutrition (SUN) civil society alliances and other civil society organizations that work in high-burden countries are well positioned to advocate their governments to commit to greater support for nutrition and to hold governments accountable for the support that they pledge. Recognizing that many of these organizations do not have the resources to plan and undertake an advocacy effort, the Nutrition Advocacy Fund aims to quickly disburse funds to support this crucial—and timely—work.

Grant Opportunity

The Nutrition Advocacy Fund will provide grant support (ranging from US\$75,000 to US\$200,000) to nutrition-focused civil society organizations in high-burden countries to develop and implement advocacy plans to secure financial and/or policy commitments at the N4G2 summit in August 2016. The Nutrition Advocacy Fund is a project of the New Venture Fund (NVF), a US-based, 501(c) (3) public charity.

This request for proposals includes the following items:

- Eligibility criteria
- Selection criteria
- Grant requirements

- Application process and timeline
- Application questions
- Contact Information

Eligibility Criteria

Civil society organizations that meet the following criteria will be eligible to apply for funding:

- **Location:** Organizations that are based (or predominantly operate) in countries facing a high burden of under-nutrition may apply for funding, with preference given for organizations based (or predominantly operating) in SUN countries. The selection committee will emphasize regional diversity across grants made from the Nutrition Advocacy Fund.
- **Organization:** SUN civil society alliances and other national or local NGOs are eligible to apply for funding. International NGOs that operate as host entities for local or national civil society organizations are also eligible to apply for funding, as long as the proposed activities take place within a single country. Other types of organizations may be considered on a case-by-case basis.
- **Plausibility of Government Making a Pledge at the August 2016 Rio N4G2 summit:** The selection committee will determine plausibility by considering governments' pledges at the N4G summit in 2013 and/or other past political leadership on nutrition.

The selection committee may make exceptions to these criteria on a case-by-case basis.

Selection Criteria

Successful applications will:

1. Have a strong record of accomplishment, especially within the local political context.
2. Demonstrate a strong understanding of the civil society and nutrition landscape in the applicant's home country.
3. Propose a thorough communications and advocacy strategy focused on improving nutrition programs in high-burden countries by advocating for clear and firm financial and/or policy commitments.

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4. Articulate clear goals for the Rio summit and a process for tracking progress toward those goals—both before and after the summit—to ensure accountability for any commitments made.
5. Identify plausible strategies to implement the identified goals, over both the short-term (in 2016) and long-term (from 2017 onward).
6. Articulate clear plans for identifying and nurturing partnerships or coalitions with potential allies.
7. Establish a realistic timeline for implementing the advocacy plan.
8. Meet the grant requirements of the New Venture Fund, based on a review of your organizational documents.

Grant Requirements

NVF will require applicants who successfully meet the above criteria and who are awarded funding to submit a brief narrative and financial report at the end of the funding period that summarizes their activities and accomplishments and provides a complete accounting of all expenditures made from the grant. Applicants that NVF selects to receive funds will receive reporting instructions and templates to assist them in the preparation of these reports.

Please note NVF grant funds cannot be used for lobbying, or attempts to influence legislation, as defined by the US tax authorities.

Application Process and Timeline

To apply for funding, applicants must submit the following items:

1. Responses to the Application Questions (see below) in a Microsoft Word document.
2. A completed budget worksheet (sent separately) as a Microsoft Excel file.
3. Organizational documents, including:
 - a. Most recent financial statements (preferably audited)
 - b. List of board of directors and key staff
 - c. Most recent government filing and/or annual report
 - d. Certificate of establishment in home country

These items must be sent as email attachments to nutritionfund@newventurefund.org by **November 30, 2015 at 5:00 p.m. EST**. Applications that do not include these items or are not received by the deadline will not be considered for funding.

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Applicants will receive a confirmation email upon receipt of their application. In December 2015, applicants may receive follow-up questions from the selection committee via email. All applicants will be notified of final funding decisions no later than January 31, 2016. Grant periods may extend no later than December 31, 2016.

Application Questions

To apply for funding, applicants must submit answers to the following questions in a Microsoft Word document to nutritionfund@newventurefund.org by **November 30, 2015 at 5:00 p.m. EST**. Responses should not exceed the word count specified. Applications that do not address each of these items will not be considered for funding.

1. [400 words maximum] Provide a brief summary of your work to advance nutrition in the country within which you propose to operate, including:
 - a. Major successes and accomplishments
 - b. Notable lessons learned
 - c. Relevant funders, partners, and allies that you have had over the past two years
2. [600 words maximum] Describe the specific context of the country within which you propose to operate, including:
 - a. The scale of the need for enhanced investment in nutrition programs
 - b. The landscape of civil society organizations, public sector agencies, and private entities working on nutrition-related issues
 - c. Past governmental commitments to fund nutrition, including (but not limited to) pledges made at the 2013 N4G summit
 - d. An assessment of any governmental commitments that may be made at the August 2016 Rio N4G2 summit in the absence of a coordinated advocacy campaign
3. [1000 words maximum] Describe your proposed plan, including:
 - a. Specific goals and objectives regarding the August 2016 N4G2 summit, including the financial and/or policy commitments you wish the government to make at the summit
 - b. Systems to ensure tracking of financial and/or policy commitments and to ensure the accountability and sustainability of those commitments after the August 2016 summit

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- c. Communications, outreach, and/or research activities designed to achieve your plan's goals and objectives
 - d. Activities designed to monitor, track, or measure your plan's goals and/or financial commitments
 - e. Opportunities to partner or coordinate with other civil society organizations or potential allies
4. [200 words maximum] Provide a realistic timeline of your proposed plan, including:
 - a. Major activities and milestones from February to December 2016
 5. (300 words maximum) Provide a narrative summary of your financial request, to accompany your completed budget worksheet. This summary should include:
 - a. The grant amount you are requesting (to be between US\$75,000 and \$200,000)
 - b. A description of how you propose to use the grant funds
 - c. Any additional context regarding your budget that cannot be conveyed through your budget worksheet

Contact Additional questions may be directed to the Nutrition Advocacy Fund team at nutritionfund@newventurefund.org

Annex 13: Recommendations for enhancing the performance of national Civil Society Alliances & the global CSN

The recommendations presented below are targeted at CSAs and the global CSN. The evaluation suggests that many CSAs and the global CSN are already working on many of these issues. In this sense, the recommendations are an encouragement to enhance existing efforts.

Planning

- Develop an overall strategy, work plan and budget encompassing all CSA activities and costs and then specify which will be / are being supported by different donors
- CSAs should define SMARTER advocacy impacts, e.g. adoption of pro-nutrition legislation for example. This will enable better monitoring of progress, analysis of factors determining progress and identification of enhanced actions and ways of working.

CSA governance arrangements

- The global CSN should clarify and (re) communicate guidance on CSA governance arrangements. The most important point is that CSAs should be member led (both in decision making and implementation of activities) rather than by a host organisation, the secretariat or small group of members.
- In particular, there is a need to enhance efforts to ensure that local and national CSOs, particularly grassroots organisations representing at risk people and communities, are taking lead roles in the CSA and are at the forefront of activities, especially policy influencing. Resources should be prioritised for this purpose.
- The global CSN Steering Group should encourage CSAs to conduct inclusive reviews and reforms of governance arrangements, where needed. In cases where there continue to be serious difficulties, there may need to be penalties, e.g. the CSA is not recognised as a member of the global CSN, the CSA is consequently unlikely to receive funding from a SUN Movement fund.
- In reviewing applications for funding the Management Committee of the SUN Movement pooled fund should assess the governance arrangements of CSAs in relation to global guidance

The global CSN model

The revised model and ways of working should be based upon the following guiding principles.

- There should be increased emphasis on sharing of learning between CSAs

more than technical support from the global level. This can be perceived as a shift from a vertical, top down to a horizontal approach to CSA learning and development

- CSN member organisations should take on more responsibility for the implementation of activities (e.g. the capturing of impacts and lessons learnt, the provision of technical support to CSAs etc.).
- The global CSN could integrate these costs into its application to the Fund and sub grant to individual organisations or regional groupings. In Africa for example, the Graca Machel Trust, Trust Africa, and African Capacity Building Foundation have strong reputations for civil society capacity building.
- As a complementary measure CSAs should be encouraged to include technical support costs in their own budgets and be able to choose the service provider.
- The role of the CSN Secretariat focuses more on facilitation rather than implementation, i.e. matching CSA support needs with service providers, whether they be other CSAs or individual organisations.

Resource mobilisation

- Better-resourced NGOs should be scaling up their funding of the core and activity costs of CSAs and the global CSN. As part of broader discussions with Senior Managers of INGOs on organisational alignment, discuss increased financial contributions (and staff time) to the global CSN and CSA core costs as well as activities
- Longer-term fundraising should be an explicit objective in CSA work plans accompanied by a clear strategy.
- Secure Letters of Intent with donors for funding over the time horizon of the next funding window.

Sharing lessons, transparency and accountability

- The CSN already plans to develop a website which would have dedicated, self-managed pages for each CSA. The CSN encourage CSAs to provide common information on key issues such as Members, Executive Committee and Secretariat staff; governance documents; minutes of meetings; strategic objectives and plans; activities; outputs; achievements; budget and expenditure of different sources of funds. CSAs could build upon the summaries presented in Annex 9 of this report.
- CSAs could benefit from learning lessons from monitoring initiative such as the World Bank's Public Expenditure Financial Assessment (PEFA) framework.

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- While the operating contexts of CSAs vary, a checklist of variables in tabular form for all CSAs would be highly valuable, and could encourage more coherent approaches. This follows a similar approach to the Progress Markers in the wider SUN Movement monitoring system and the GNR.
- Data in the table can also be hyperlinked to background information e.g. a clickable list of organisations behind the number. It could also link to simple short video clips and other multimedia showing, for example, the collaboration with government, the capacity building of CSO members etc. CSAs will be able to learn from each other how they have implemented activities and achieved impacts.
- An extract of such a table might look like:

Variables	2013	2014	2015
CSO Governance			
1. Registered (Y/N)	N	N	Y
2. Number of member CSOs	50	70	100
3. Number of Executive Ctte meetings per year	1	3	4
4. Mapping of CSOs carried out	No	50%	100%
Advocacy			
1. Number of meetings with Government Focal Point on Nutrition	3	5	7
2. National Nutrition Legislation (status)	Drafted	Proposed to Parliament, rejected	Proposed to Parliament, accepted

- What is important is the dynamic progress being made. One can correlate the progress on these deliverables with the actual progress in chronic and acute malnutrition over time too.

Annex 14: Basis of Terms of Reference for a New Fund

In this Annex we make detailed recommendations which could provide the basis for the Terms of Reference and Rules of Procedure of a new SUN Movement Fund. It is based on the original SUN MPTF ToR, the SUN MPTF MC ToR and Rules of Procedure and the Supplementary Guidance and integrates the changes recommended by the Evaluation Team.

Purpose of the Fund

To support the strengthening of national capabilities to scale up nutrition, including through enhanced participation of stakeholders, by providing small, last resort and primarily catalytic funding.

Windows

There could be the following windows:

Eligible costs / activities	Primary applicants	Type of funding	Maximum grant per year	Total Annual Disbursements	% of total annual disbursements
I. Strengthening national capabilities	Primarily governments	Catalytic only			
II. Enabling civil society participation in nutrition policy cycle management (Support for new and established CSAs)	Civil society	Catalytic, running & activity costs	USD 135,000	USD 600,000	
III. Catalysing local, small and medium businesses to participate in nutrition policy management (Support for new national SBNs for a maximum of 3 years)	Business	Catalytic only			
IV. Contingency					
V. Fund monitoring and evaluation and auditing					

The maximum grant size and total annual disbursements would need to be determined based upon further needs assessments.

The analysis for CSAs presented in section 8.1 of the main report suggest a maximum grant size per year of USD 135,000 and total annual disbursement of USD 600,000 for CSAs through this window. Clearly there would be an exception for the global CSN Secretariat was to be funded through this window.

The total annual disbursements for each window should be determined through consultations with the relevant stakeholders, i.e. should be needs based, taking into account the potential to access other sources of funds.

In the event that donor contributions do not match estimated funding requirements, allocations to windows should be consistent with the intended proportion of total annual disbursements.

Eligible applicants

Each window has primary target groups. Funding could be provided to other stakeholders in exceptional circumstances. For example, an NGO might be in a position to facilitate the establishment of a national Business Network.

Governance Arrangements

Management Committee

The Management Committee will be responsible for: The finalisation, and revision as necessary, of governance documents for approval by the SUN Movement Executive Committee; Lead resource mobilization efforts for the Fund; Reviewing proposals and allocating funds according to agreed criteria; Making decisions on requests for project revisions; Oversee the overall performance of the Fund and make necessary adjustments in scope and governance structure, if necessary; Regularly reviewing the efficiency of disbursements and the use of funds; Overseeing fund level performance; Ensuring compliance with legal requirements and the governing documents of the Fund.

The MC should be chaired by the Coordinator of the SUN Movement who will ensure strong linkages with the SUN Movement Executive Committee.

The MC should consist of the following voting members:-

- Contributing donors
- An equal number of SUN countries
- Representatives from SUN UN, Civil Society and Business Networks, nominated by the Networks.
- Representatives of other organisations / entities may be invited to join or participate by the MC.

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The Administrative Agent, and any Secretariat staff, will be ex-officio members of the MC.

Members will recuse themselves from the consideration of any proposals in which they have a vested interest or where a conflict of interest could arise by taking an observer status for consideration of that proposal.

Secretariat

The Secretariat will provide technical and administrative support to the Management Committee and is responsible for the day-to-day operations of the fund. The following activities will be the responsibility of the Secretariat:

Draft selection criteria, application guidelines and formats, reporting formats for approval by the MC; Conduct initial screening and review applications against agreed criteria; Support MC meetings; Review requests for project revisions and make proposals to the MC for decision; Prepare consolidated narrative and financial reports for the SUN Movement Fund, including lessons learnt; Make proposals for improved functioning of the funding mechanism, based upon lessons learnt from monitoring and evaluation; Provide the content for the SUN Movement Fund webpage; Facilitate independent monitoring and evaluation as needed

Administrative Agent

Sign agreements with donors; Receive and administer contributions from donors; Conduct due diligence on potential IPs; Sign agreements with IPs; Disburse funds to end users within 2 weeks of decisions by the MC; Receive narrative and financial reports from users; Verification of programme and financial reports by users; Submit consolidated reports to donors; Provide statements of donor commitments, deposits and transfers (by project, by country, by window) and other financial information in real time on a publicly accessible web-site; post detailed information on the timelines of transfers of grants to Implementing Partners.

Resource mobilisation

The SUN Movement Fund Management Committee should take the lead in mobilising resources.

Acceptance of funds from the private sector will be guided by criteria stipulated in the UN system-wide guidelines on cooperation between the UN and Business Community (the UN Secretary General's guidelines: <http://www.un.org/partners/business/otherpages/guide.htm>).

In support of the overarching aim of SUN, and to ensure maximum flexibility and coordination, donors are encouraged to contribute with multi-year pooled/non-

earmarked resources. If this is not possible, the earmarking to three Windows (specified in Section 2.1 above) may be permitted.

Contributions to the SUN Movement MPTF may be accepted in fully convertible currency. Such contributions shall be deposited in the bank accounts designated the administrative agent. The value of a contribution payment, if made in other than United States dollars, shall be determined by applying the UN operational rate of exchange in effect on the date of payment.

The SUN Movement Executive Committee and Donor Network have key roles to play in mobilising resources for the SUN Movement Fund.

Application approval process and release of funds

Applicants may submit applications at any time. Applications will be reviewed 2 or 3 times per year at publicised dates. The Management Committee may decide to issue ad-doc calls for proposals if urgent or unforeseen funding needs arise. Application processes need to be clear and well communicated.

The Secretariat, with support from the Administrative Agent will develop a Fund Project Management Platform where all the IPs may submit their applications and find out the status of approval on this electronic platform.

The Secretariat will review applications against agreed criteria for each window, with inputs from the SUN global and national Networks, as appropriate.

Achieving financial sustainability must be an objective within all applications. All applicants should provide a strategy for financial sustainability, together with their funding application.

Applicants should present their overall financial requirement in a costed logframe. The costed logframe needs to be as comprehensive as possible (e.g. using the results of REACH Mapping Exercises) indicating core CSA and non-core costs, as well as funded or funding still required.

All applications should be accompanied by statements from government focal points and other stakeholder groups on national multi-stakeholder platforms.

Other conditionalities should be used to promote quality implementation.

A (shortlist) of proposals will be submitted to the SUN Movement Fund Management Committee. The SUN Movement Management Committee, may decide to approve the proposals, approve proposal with modifications/conditions, defer/return with comments for further considerations or reject proposals. The fund allocation decision of the Management Committee has to be signed by its Chair.

The decisions of the SUN MF MC will be submitted to the administrative agent for disbursement.

On receipt of the approval of the SUN MC and a copy of the signed agreement by the Implementing Partner, the administrative agent will release the funds within 2 weeks of the decision.

Timeframes for decision making, disbursements should be stipulated in the Rules of Procedure of the Fund.

There should be 15% flexibility between budget lines, without the need for approval.

Technical assistance

Technical assistance to funded activities, when required, should be provided through the SUN Movement Networks and Communities of Practice. For example:

The global SUN Civil Society and Business Networks will provide support to their national counterparts. National UN Networks and REACH facilitators should provide support to nascent national Civil Society Alliances and Business Networks as required.

All SUN Networks at national level should align support to assist national governments to lead efforts to strengthen capabilities, calling in support from regional and global levels, when needed.

Programme and financial quality assurance

Applications from national stakeholders should have been developed in consultation with other members of national multi-stakeholder platforms

The administrative agent will conduct due diligence before signing agreements and will monitor funded projects throughout their duration.

End users of funds, using standard formants, would be required to provide:-

- Biannual programme and financial reports
- Final narrative and financial reports

End user annual and final reports should contain feedback from other members of national multi-stakeholder platforms.

SUN global Networks have a key role to play in monitoring and ensuring programme quality by:-

- Providing technical guidelines and assistance as described above

- Monitoring the functioning of national networks in relation to global principles and guidelines
- Monitoring the disbursement of funds by the SUN Movement Fund and raising concerns with the Management Committee

Reports should provide information on the overall programme and budget of the recipient and demonstrate the contribution of SUN Movement Funds to overall income and implementation.

Indirect costs of the Implementing Partners will be limited to 10%. All other costs incurred will be recovered as direct costs.

The Administrative Agent and implementing organisations will be audited in accordance with their own financial regulations and rules. The Implementing Partners will be audited using the procedure described in the TOR of the Fund (or in the Rules of Procedure).

Given that the Fund will be providing grants to many national governments and CSOs, it would be important to clearly define the audit principles of the Fund and ensure that the audit is carried out with specific frequency, subject to risk level of IPs, and covered for by the Fund (or else it will not be possible to audit all the grants the Fund will issue, which will present a huge accountability issue for the Fund).

The SUN Movement Fund monitoring and evaluation framework should be coherent and integrated with the overall M&E framework of the SUN Movement.

Accountability and public disclosure

The Management Committee will ensure that funding allocation decisions, progress reports, evaluations are made publically available. The Administrative Agent and Secretariat will provide the following real-time information for inclusion on a dedicated page on the SUN Movement website: donor commitments and deposits; number of applications received; fund allocation decisions; transfers to implementing organizations (including the dates of transfers), and annual expenditure; minutes of Management Committee meetings, project information and reports; internal and external evaluation reports etc.

Fund timeline

The end date of funded projects should be no later than end December 2020. There should be an independent evaluation of the Fund in early 2020 (preferably in the context of an independent comprehensive evaluation of the SUN Movement as a whole). The evaluation should determine whether there is a need for a continuation of the Fund after 2020.