

KEY DECISIONS AND SUMMARY OF PROCEEDINGS

PARTICIPANTS

**Management Committee:**

- **Contributing Partners (donors):** Marlene Heeb (Switzerland-SDC), Tanya Green (UK – DFID), Ben Siddle (Ireland-IrishAid)
- **Participating UN Organizations (PUNOs):** Raphael Fanti (WFP), Lina Mahy (WHO)
- **MPTF Office:** Jennifer Topping, Olga Aleshina
- **Chair:** Florence Lasbennes (Head of the SUN Movement Secretariat) on behalf of Tom Arnold (SUN Movement Coordinator a.i.)
- **SUN Movement Secretariat:** Elena Gaino, Diana Alvarez, Christine Campeau, Delphine Babin-Pelliard, Serio Cooper Teixeira

**Observers:**

- Claire Blanchard, Cara Flowers, Elise Rodriguez, Jennifer Thompson (SUN Civil Society Network)
- Titus Mung'ou (former Chair of Kenya Civil Society Alliance / ENN African Anglophone countries)
- Carolyn MacDonald (World Vision International)
- Kate Goertzen (ThousandDays)
- Anushree Shiroor (RESULTS UK)
- Nancy Walters and Tanya Gossens (SUN UN Network)
- Jonathan Tench (SUN Business Network)
- Maren Lieberum (SUN Donor Network)
- Hanns-Christoph Eiden – Germany / Federal Office for Agriculture and Food
- Sabrina Ziesemer – Germany / Federal Ministry of Economic Cooperation and Development
- Neil Watkins (Bill and Melinda Gates Foundation)
- Elizabeth Jordan-Bell (USAID)

**Evaluation Team:**

- Chris Leather (Team Leader)

**Apologies:**

UNOPS and UNICEF

KEY DECISIONS

**Decision One.** *The Management Response to the evaluation:* the SUN Movement Secretariat will share a guidance note and template for all partners participating in the SUN Movement MPTF to provide a written response to the evaluation's conclusions and recommendations as well as to elaborate on or clarify points raised by the evaluators. The SUN Movement Secretariat will then synthesize the responses of all partners, highlighting trends and major areas of agreement and disagreement. The Secretariat expects the Management Response to be finalized by mid-June.

**Decision Two.** *The Visioning for a future new pooled fund:* in parallel to the Management Response, a consultation process – named "Visioning" – will take place to shape the need, scope and design of a future (if any) pooled fund within the SUN Movement. A Visioning Group will be established with participation of one representative of the Civil Society Network, one of the Business Network and one of the UN Network and all the donors who are interested. The Visioning Group will be chaired by the SUN Movement Coordinator. Nominations to join this group will be submitted to the SUN Movement Secretariat by Tuesday May 10.

## SUMMARY OF PROCEEDINGS

### 1. Presentation of key findings, conclusions and recommendations of the Independent Evaluation of the SUN Movement MPTF

The Chair gave a brief introduction of the process of the SUN Movement MPTF Evaluation. She reminded the participants that the Management Committee of the SUN Movement MPTF agreed to use funds available against Window III to commission an independent evaluation of the SUN Movement MPTF to take place in the second half of 2015. During the Management Committee meeting held in May 2015, the Terms of Reference of the evaluation were approved and a total budget of approximately USD 200,000 was awarded to the evaluation. With UNOPS acting as the PUNO, the SUN Movement Secretariat worked on the recruitment of the evaluation team composed of two consultants (Chris Leather as the Team Leader and Nick Norwell as the Support Expert). The evaluation started at the beginning of September 2015 and submitted the final report in April 2016.

The final version of the MPTF Evaluation provides findings, recommendations and fund design options that are expected to provide guidance in identifying the best course of action for a future possible financing mechanism that could support the new SUN Movement Strategy. The [Final Report](#) and [Annexes](#) are available on the SUN Movement website and are currently being disseminated more widely. They are being translated into French and Spanish.

#### Presentation by the team leader of the SUN Movement MPTF Evaluation (Chris Leather)

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

The Evaluation team undertook desk based reviews of the 28 funded projects, carried out field visits to Civil Society Alliances (CSAs) in El Salvador, Guatemala, Laos, Malawi and Zimbabwe, reviewed the governance and administrative arrangements of the Fund and assessed future funding needs and options. In addition to a review of all the relevant literature, we received inputs from a total of 187 key informants. The vast majority of this information was gathered during interviews and group discussions but also through email enquiries. The 187 informants cover the broad spectrum of countries, global level informants as well as the range of SUN Movement networks.

#### Performance of the SUN Movement MPTF

*Civil Society Alliances:* In terms of the relevance and effectiveness of Civil Society Alliances (CSAs), the evaluation team found that the majority of CSAs are producing valuable results that align very much with national processes, as well as with the overall strategic objectives of the SUN Movement. The evaluation team received strong feedback from government focal points, donors and PUNOs country level representatives in terms of the relevance of the Alliances and the work they are doing. Most of the CSAs started from scratch and the establishment of functioning CSAs involving a diverse range of Civil Society Organisations (CSOs) is perceived as an important achievement in itself. Most CSAs were intended to be looser, informal coalitions and many continue to be. Some are becoming legal entities, more formalised with risks of increased costs and bureaucracy. Our view is that CSAs would be best as loose coalitions. The team leader, noted that even in the most informal networks, Alliances do require some funding for coordination and activities.

The evaluation team received very positive feedback on the role that Civil Society Organisations are playing at country level in enabling a political environment for the development of multi-sectoral policies and programmes. They are also playing a key role for advocating for the establishment and improved functioning of national multi-stakeholder platforms. Some CSAs are playing the same role at sub-national levels. The evaluation team found particularly interesting the work that CSAs are doing to raise awareness on nutrition and promoting political commitment (including with parliamentarians and journalists). CSAs are playing an important role on highlighting the importance of nutrition within the broader Sustainable Development Agenda. CSAs also play an important role in facilitating the sharing of learning between their members.

In relation to the aim of influencing policies, plans and investments, the evaluation team found that most of the logframe proposals of the CSAs were highly ambitious and unrealistic. Nevertheless, CSAs achieved remarkable results; at least half of the funded CSAs achieved some impact on national policies and plans. In the final report of the evaluation and more particular in the Annex 9, the evaluation team provides examples of Kenya, Kazakhstan, Myanmar, Mozambique, among others.

One of the biggest concerns that the evaluation team found is the delay in implementation and underspends of some of the projects of the CSAs (due to the CSAs governance and ways of working and the delays of the PUNOs in transferring funds, and also in processing requests of budget revisions and cost extensions). Concerning sustainability, long term fundraising did not receive adequate attention. However, it is important to remember that sustainability is not only about money, but also requires member to take ownership and responsibility for implementation. CSOs are playing a key role in promoting sustainable national scale up across political cycles but need resources to sustain their own efforts.

*Global Civil Society Network (CSN):* The CSN has been very influential in supporting the establishment of CSAs at national level. It facilitates the sharing of learning between alliances and has been a key player in ensuring a strong CSA voice in the wider global processes on nutrition. The evaluation team leader praised the role and work of the CSN Secretariat. The work of the CSN Secretariat is highly appreciated by CSAs as well, although they considered that requests for information and communication should be streamlined. The findings of the evaluation concluded that without the work of the CSN, and particularly the Secretariat, the achievements of CSAs would have been much more limited. However, the current CSN model whereby the Secretariat undertakes most of the work is not sustainable. Members, particularly CSAs, supported by INGOs, need to take on more responsibility, with Secretariat playing more of a facilitation role

*Window I and III projects:* In terms of the other three funded projects through the MPTF, the learning routes were highly appreciated and perceived as an effective approach for sharing and learning between countries. The budget tracking process enabled countries to improve tracking of budget allocations to be taken forward in SUN2.0. The M&E baseline and framework: there were mixed opinions on the efficacy of the approach with some believing that the approach should focus on country specific learning whilst others are more interested in a system that enables comparisons between countries.

*Coverage of catalytic funding needs:* During the evaluation, the evaluation team explored the question on the extent to which the MPTF covered catalytic funding needs in the SUN Movement. In the original design of the MPTF there were intentions to channel catalytic funds to diverse stakeholders to catalyse activities related to the SUN Movement objectives. However, this only happened to a limited extent. Most of the people the evaluation team interviewed mentioned that more should have been done to assess and identify catalytic needs aligned with the strategic objectives, as well as more pro activity in mobilising resources to channel funds through other windows. Some new CSAs have been established recently which have not had the opportunity to

access funds from the global level and have struggled to scale up their activities. The evaluation team perceived that some momentum has been lost. During the Visioning Exercise for any new fund, it will be important to sustain momentum whilst deciding on future needs and strategies.

*Factors determining performance of the funded projects:* The CSA governance arrangements is a critical factor for the success of the CSAs. The evaluation team saw some of the CSAs where the government arrangements were not clear. This has hindered the implementation of projects.

The below are other factors that were found by the evaluation team:

- Slow disbursement of funds and processing of budget revisions by PUNOs;
- PUNOs played limited role in programmatic and financial accountability;
- Lack of standard operating procedures (e.g. timeframes for disbursements);
- MPTF Office was effective and efficient;
- The SUN Movement Secretariat was highly praised for its work. However, it was unable to play its role to the full due to limited capacity;
- The Management Committee was efficient and provided effective oversight. However, the evaluation team gathered that the Management Committee could have adopted a more strategic approach and do more efforts to mobilize additional funds;
- Reporting requirements are highly onerous given the size of the grants. Quality of reporting was generally poor.

#### Need and options for any future catalytic, last resort fund within the SUN Movement (2016 – 2020)

*Future needs:* it was highlighted the strong commitments by CSAs to access funds from within civil society and donors at country level. However, a global funding gap of 45% of total needs is estimated (= USD 30 million over 5 years). Funds needed not only to catalyse new CSAs but also to support existing CSAs to build on achievements and have more time to find alternative sources of funding. The CSN Secretariat requires as well continued donor funding but the amount depends on the model and ways of working adopted. The CSN would be well advised to map out the funding needs to play its role ... However, it does not mean that all funds have to be channeled through the Secretariat / host organization. Funds could be channeled to member organizations who are responsible for implementing activities e.g an NGO or consortium playing a regional technical assistance role to CSOs. In terms of other funding needs, the evaluation team identified 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, as well as to strengthen the national capabilities identified in the SUN Movement Strategy.

*Future options:* Regarding the financing of global SUN civil society and business networks, the evaluation team considered that funds could be transferred to them directly (rather than through pooled fund). In terms of national alliances and national networks, the evaluation team felt that funds coming from the global level might be best channelled through a global pooled fund so as to ensure coordination, equity and efficiency.

*Recommendation for design of future fund:* The evaluation team saw a clear need for the continuation of a global fund within the SUN movement as a strategic instrument to support the implementation of the new SUN Movement Strategy. It is recommended that the decision making body should consist of a broad range of SUN stakeholders. In terms of the Administrative Agent role, the MPTF Office has played an important role and is ready to continue playing this role, but there is the question on how to ensure that funds are received by implementing partners as

quickly as possible, while also ensuring programmatic and financial accountability. Other alternatives for the Administrative Agent presented by the evaluation team include: another UN agency – such as UNOPS, who have expressed their interest in playing the role of the Administrative Agent, or the New Venture Fund (NVF).

In terms of Technical Secretariat for a possible new fund, the SUN Movement Secretariat is presented as being well placed to continue playing this role (provided that additional funding is available to strengthen their capacity). UNOPS and NVF have also been presented as options for technical secretariat. However, individuals have raised the issue of concern for conflict of interest, if the same organ performs both the roles of Administrative Agent and Technical Secretariat.

#### **Reactions from participants on the call:**

There was a general appreciation on the comprehensiveness and robustness of the evaluation report. There was as well a general sense of satisfaction that comments raised by members of the Steering Group were taken on board in the final report. The vast majority of partners stands ready to engage in the next steps of the process.

Questions have been raised about the appropriateness of the recommendation on strengthening the role of national businesses in policy making (by WHO and the CSN). A more detailed explanation has been requested on the reflection that led to the conclusion related to the CSN Secretariat (by CSN).

The Team Leader commented that the emphasis they put on the report is on the local-national small, medium businesses. He stressed that the point is not to advocate for business participation in policy making, but about the importance to involve better certain businesses, namely SMEs. He also emphasised that recommendation is to support a small number of national business networks as test cases. The *SUN Business Network* stands ready to explore some of the suggestions around funding for business network. There are currently 13 national business networks and lots of different modules, including a module in Zambia where the business network has successfully raised money at national level from donors. Regarding the sensitive issue of the role of business in policy making, the SUN Business Network recalled their efforts in setting out clear policies for the business network.

In terms of the role of the CSN Secretariat, the evaluation team leader explained that the role and resource needs of the Secretariat should not be underestimated but that it is critical not to look at it only as an issue of increasing capacity but also about the division of responsibilities between the Secretariat and the members of the network.

## **2. Process to discuss the proposed options for the future of a new pooled fund within the SUN Movement**

The process ahead to follow up on the MPTF Evaluation has two parts:

- 1) The Management Response to the evaluation; and
- 2) The Visioning for a future new pooled fund.

*Regarding the Management Response:* all partners participating in the SUN Movement MPTF will have the opportunity to provide a written response to the evaluation's conclusions and recommendations as well as to elaborate on or clarify points raised by the evaluators. The SUN Movement Secretariat has prepared a guidance note and template for this exercise: they will be sent to the participants on Friday, April 29th with a three-week window to provide responses. The SUN Movement Secretariat will then synthesize the responses of all partners, highlighting trends and major areas of agreement and disagreement. The Secretariat expects the Management Response to be finalized by mid-June.

Regarding the process for a new possible pooled fund: it is suggested that, in parallel to the Management Response, a consultation process (named “Visioning”) takes place to shape the need, scope and design of a future (if any) pooled fund within the SUN Movement.

The SUN Movement Secretariat will facilitate the consultation with all relevant and interested partners. For this, the Secretariat suggests that a Visioning Group is established being composed by one representative of the Civil Society Network, one of the Business Network and one of the UN Network and all the donors who are interested. The views of the SUN Countries will be represented by the SUN Movement Secretariat on the basis of the regular exchanges that the Secretariat has with SUN Focal points and multi-stakeholder platforms as well as the priorities identified during the joint-assessment exercise. The Visioning Group will be chaired by the SUN Movement Coordinator. The Secretariat propose that nominations to join this group are submitted to the SUN Movement Secretariat by Tuesday May 10.

Based on the recommendations of the MPTF evaluation, the Visioning Group will identify if there is a need for a future pooled fund supporting the strategy and roadmap of the SUN Movement in its second phase and will define its purpose and scope, theory of change, functioning and governance arrangements. The Visioning Group will aim at presenting its proposal to the new SUN Movement Coordinator by end of August and then to the SUN Movement Executive Committee in September. Based on their steer and endorsement, the terms of reference and rules of procedure of a new pooled fund would then be developed. It is also suggested that a consultant is recruited to assist the Visioning Group throughout the consultation including during the identification of the parameters of the new fund and its stewardship arrangement.

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