

## 2013 Annual Report of the SUN Movement Multi-Partner Trust Fund

Report of the Technical Secretariat and Administrative Agent of  
the Scaling-Up Nutrition (SUN) Multi-Partner Trust Fund  
for the period 1 January – 31 December 2013



UGANDA'S GLOBAL DAY OF ACTION 2013

Technical Secretariat  
Scaling-Up Nutrition Movement Secretariat

[www.scalingupnutrition.org](http://www.scalingupnutrition.org)

Multi-Partner Trust Fund Office

Bureau of Management

United Nations Development Programme

<http://mptf.undp.org>

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## PARTICIPATING ORGANIZATIONS



UN Office for Project Services



World Food Programme



World Health Organization



United Nations Children's Fund

## CONTRIBUTORS



DEPARTMENT FOR INTERNATIONAL DEVELOPMENT (DFID)



IRISH AID



SWISS AGENCY FOR DEVELOPMENT & COOPERATION

## Acknowledgements

This report was written by the SUN Movement Secretariat with invaluable contributions from the MPTF Office and the SUN Civil Society Network Secretariat. MDF Training & Consultancy worked closely with the SUN Movement Secretariat to review and analyze the quarterly and annual reports prepared by SUN Movement MPTF-funded projects.

## List of Acronyms

CSA – Civil Society Alliance

CSA for SUN - Bangladesh’s Civil Society Alliance for Scaling-Up Nutrition

CSO – Civil Society Organization

CSONA - Malawi’s Civil Society Nutrition Alliance

DFID – UK Department for International Development

GHACCSSUN - Ghana Coalition of Civil Society Organizations for Scaling-Up Nutrition

IP – Implementing Partner

MC – Management Committee

M&E - Monitoring and Evaluation

MPTF – Multi-Partner Trust Fund

OMAED - Mali’s Oeuvre Malienne d’Aide à l’Enfance du Sahel

PUNO – Participating UN Organization

RSC – SUN-Guatemala’s Civil Society Network- Scaling-Up Nutrition

SUN – Scaling-Up Nutrition

ToR – Terms of Reference

TUN - Niger’s Collectif Tous Unis en faveur de la Nutrition

WFP – World Food Program

WHO - World Health Organization

UCCO-SUN - Uganda Civil Society Coalition on Scaling-Up Nutrition

UNDP – United Nations Development Program

UNICEF – United Nations Children’s Fund

## Executive Summary

The 2013 Annual Report of the SUN Movement MPTF captures progress across the funded projects during the one year period of January to December 2013. As the majority of projects are funded through Window II, a brief summary of developments in Windows I and III is presented and then followed with a more substantial analysis on Window II progress.

The Scaling-Up Nutrition Movement Multi-Partner Trust Fund (SUN Movement MPTF) was established in March 2012 to catalyze support for SUN countries' plans to enhance and expand nutrition interventions and nutrition-sensitive sectoral strategies. The SUN Movement MPTF enables stakeholders to access small catalytic grants through which their engagement in the SUN Movement can be enhanced.

As of December 2013, the Management Committee agreed to allocations from the three funding Windows of the SUN Movement MPTF as follows:

- Window I – Support for initial SUN actions at country level: USD 642,000 for one project to develop a pilot learning and sharing programme;<sup>1</sup>
- Window II – Catalytic Programmes for Countries: USD 7,428,800 for 21 projects to support civil society mobilization in SUN countries;<sup>2</sup>
- Window III – Support for Global SUN Strategic Efforts: USD 60,000 for one project to develop the SUN Movement M&E Framework and 2012 baseline.<sup>3</sup>

Resources from SUN Movement MPTF Window I have been utilized to support a pilot project led by the PROCASUR Corporation to improve sharing and learning initiatives between national SUN multi-stakeholder platforms. From 26 May to 1 June 2014, Senegal will host teams (2-3 people each) from Benin, Burundi, Niger, Ghana, Guinea and Sierra Leone and Peru. For this Learning Route, government representation ranges from the offices of the president, vice president, and national planning authorities to the ministries of health and agriculture. Almost every participating country has included civil society in their teams. Peru will host Guatemala, Madagascar, Sri Lanka and Tanzania and Senegal from 18-24 August 2014.

The allocation from Window III enabled the development of [the SUN Movement Monitoring and Evaluation \(M&E\) Framework](#) that was finalized in April 2013. This framework brings together the work already undertaken by the SUN Movement Secretariat, and others within the Movement, to measure progress in different areas. An [initial Baseline Study](#) was finalized in June 2013 and provided a comprehensive and accurate picture of the situation across the SUN Movement in September 2012. This baseline is meant to serve as a reference point against which future progress and achievements in terms of impact, outcome and output can be captured.

By the end of December 2013, the Management Committee had agreed to support 20 countries across Africa, Asia and Latin America from Window II, which provides support for civil society mobilization in SUN Countries. Grants to each civil society group range between USD 200,000 and USD 535,000, and cover project cycles of 18 to 33 months. Support has also been granted to the Civil Society Network's Secretariat through Window II funding. This report focuses on 10 projects that were approved in 2012 and began implementation in 2013.<sup>4</sup>

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<sup>1</sup> While agreement was reached to fund this project in November 2013, the proposal was finalized and funding transferred in 2014.

<sup>2</sup> While agreements were made to allocate funding to 20 countries and the SUN Civil Society Network Secretariat as of 31 December 2013, proposals were finalized and funds were transferred to Participating UN Organizations in 11 countries and the SUN Civil Society Network Secretariat for a total of USD 4,857,800, as further stated in the Annual Financial Report annexed to this report. The remainder of projects was finalized/ is to be finalized and funds transferred in 2014.

<sup>3</sup> Agreement was reached to fund this project in December 2012. The proposal was finalized and funding transferred in 2013.

<sup>4</sup> Bangladesh, Ghana, Guatemala, Malawi, Mali, Mozambique, Nepal, Niger, Uganda and the SUN Civil Society Network Secretariat

With the approval of SUN Movement MPTF Window II grants in 2012, the opportunities and momentum for nine CSAs and the Civil Society Network Secretariat to contribute to the fight against malnutrition increased substantially. The SUN Movement MPTF Window II funding is adding value to multi-stakeholder efforts to scale-up nutrition by:

- Helping CSAs to invest in **strong governance structures** that enhance civil society's harmonious and effective contribution to national efforts to scale-up nutrition
- Providing the resources for **dedicated personnel to coordinate civil society's efforts** and accelerate progress
- Inspiring a **multi-stakeholder approach to raising awareness and influencing** policy, legal and budgetary frameworks
- Encouraging **strong linkages between CSA advocacy and alignment** behind government priorities, plans and processes
- Supporting CSA participation in **mapping exercises that allow civil society to better align its contributions** behind national priorities and plans to scale-up nutrition
- Reinforcing the importance of **working across all political parties as well as with parliamentarians.**
- Building a **strong yet diverse evidence** base to support the SUN Movement MPTF Window II theory of change in relation to civil society's contribution to transforming nutrition

Based on a study of all projects' progress reports and its experience in supporting the Management Committee, the SUN Movement Secretariat has prepared a set of lessons that aim to highlight the main challenges and opportunities for improving administration of the SUN Movement MPTF. These include a revision of the SUN Movement MPTF log frame as well as key planning and reporting documents, a review of the roles and capacities of the different actors involved in the SUN Movement MPTF, further consideration of expectations for the timely transfer of funds, and a review of the current indirect cost recovery policy of the fund.

## Introduction

The Scaling-Up Nutrition Movement Multi-Partner Trust Fund (SUN Movement MPTF) was established in 2012 to catalyze support for SUN Countries' plans to enhance and expand nutrition interventions and nutrition-sensitive sectoral strategies. The SUN Movement MPTF enables stakeholders to access small catalytic grants through which their engagement in the SUN Movement can be enhanced.

There are three funding Windows of the SUN Movement MPTF:

Window I provides support for initial SUN actions at country level

Window II provides support for civil society mobilization in SUN countries

Window III supports the development and outsourcing of strategic pieces of work

As of December 2013, Window I has been utilized to support a pilot project led by the PROCASUR Corporation to improve sharing and learning initiatives between national SUN multi-stakeholder platforms. Window II is providing financial support to civil society actors in 20 countries across Africa, Asian and Latin America.<sup>5</sup> Grants to each civil society group range between USD 200,000 and USD 535,000, and cover project cycles of 18 to 33 months. Support has also been granted to the Civil Society Network's Secretariat through Window II funding. This report focuses on 10 projects that were

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<sup>5</sup> While agreements were made to allocate funding to 20 countries and the SUN Civil Society Network Secretariat as of 31 December 2013, proposals were finalized and funds were transferred to Participating UN Organizations in 11 countries and the SUN Civil Society Network Secretariat for a total of USD 4,857,800, as further stated in the Annual Financial Report annexed to this report. The remainder of projects was finalized/ is to be finalized and funds transferred in 2014.

approved in 2012 and began implementation in 2013.<sup>6</sup> In addition, SUN Movement MPTF donors (DFID and Irish Aid) have awarded bilateral support to civil society alliances in Tanzania and Zambia. Window III of the SUN Movement MPTF has been used to support the development of the SUN Movement M&E Framework.

This report captures progress across the SUN Movement MPTF during the one year period of January to December 2013. After a brief recap of decisions taken by the Management Committee in 2013, an overview of progress in each Window is presented. As the majority of projects are funded through Window II, a brief summary of developments in Windows I and III is presented and then followed with a more substantial analysis of Window II achievements. Chapter six reviews the administrative structure of the MPTF and provides recommendations that may help to improve the functioning of the fund.

## Chapter 1: Governance arrangements

### The Management Committee

The Management Committee 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:

- 1) Coordinator of the SUN Movement (Chair)
- 2) Participating UN Organizations (POs) in the SUN Movement MPTF
- 3) Contributing Donors supporting the SUN Movement MPTF
- 4) The Administrative Agent as ex officio member
- 5) The SUN Movement Secretariat as an ex-officio member
- 6) Other organizations/entities may be invited by the Management Committee to join Committees such as the SUN Network Facilitators (i.e. UN, Business, Civil Society, Donors and Country Network)

Observers:

- 1) Other UN system entities involved in the SUN Movement
- 2) Delegated officials from the SUN Lead Group

### SUN Movement Secretariat

The SUN Movement Secretariat supports the Management Committee 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 principles and MPTF criteria; in transmitting proposals to the Management Committee for their review and potential approval; and in assessing and compiling lessons-learned from the programme and initiatives supported. The SUN Movement Secretariat is also responsible for developing and implementing an effective knowledge management system and facilitating independent programme/project evaluations, as needed.

### Administrative Agent

The Multi-Partner Trust Fund Office (MPTF Office) of the United Nations Development Programme (UNDP) serves as the Administrative Agent of the SUN Movement MPTF. The Administrative Agent concluded a [Memorandum of Understanding](#) (MOU) with a total of four United Nations (UN)

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<sup>6</sup> Bangladesh, Ghana, Guatemala, Malawi, Mali, Mozambique, Nepal, Niger, Uganda and the SUN Civil Society Network Secretariat

Organizations involved in the SUN Movement MPTF, namely: United Nations Children’s Fund (UNICEF), United Nations Office for Project Services (UNOPS), World Food Programme (WFP) and World Health Organisation (WHO).

Participating Organizations have appointed the UNDP MPTF Office to serve as the Administrative Agent for the SUN Movement MPTF. The MPTF Office is responsible for a range of fund management services, including: (a) receipt, administration and management of contributions; (b) transfer of funds approved by the Management Committee to Participating Organizations; (c) reporting on the source and use of contributions received; (d) synthesis and consolidation of the individual financial progress reports submitted by each Participating Organization for submission to contributors through the Management Committee; and (e) ensuring transparency and accountability of SUN Movement MPTF operations by making available a wide range of SUN Movement MPTF operational information on the MPTF Office GATEWAY found at <http://mptf.undp.org/factsheet/fund/SUN00>.

### Participating UN Organizations

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

As of December 2013, WFP was acting as the Participating UN Organization for 11 projects funded from Window II (Bangladesh, Ghana, Malawi, Mali, Mozambique, Nepal and Niger). UNOPS had agreed to support three projects from Window II (Laos PDR, Myanmar and the SUN Civil Society Network) as well as a ‘Learning Route’ pilot project funded from Window I. WHO agreed to act as the Participating UN Organization for El Salvador, Guatemala and Uganda.

In the third quarter of 2013, UNICEF expressed interest in joining WFP, UNOPS and WHO as a Participating UN Organization in the SUN Movement MPTF. UNICEF signed the MOU in December 2013 and agreed to support implementation of four SUN Movement MPTF Window II projects (Civil Society Alliances in Guinea, Kenya, the Kyrgyz Republic and Sierra Leone).

### The SUN Civil Society Network

At the global level, the SUN Civil Society Network (SUN CSN) was established to support the formation and evolution of Civil Society Alliances in SUN countries, as well as facilitate communication and coordination across SUN CSAs, and with the broader SUN Movement.

The Network is chaired by Brendan Cox of Save the Children, United Kingdom and has a small elected Steering Group. The SUN Civil Society Network was inaugurated at a meeting that took place on 11 June 2013, during which civil society representatives signed a [declaration of commitment](#) to support the aims of the SUN Movement.

Through SUN movement MPTF Window II support, the SUN CSN has recruited a full time coordinator. The coordinator and SUN CSN Secretariat are currently hosted and chaired by Save the Children, in the United Kingdom. Hosting and chairing roles rotate every two years.

The primary purpose of the SUN CSN is to encourage the alignment of civil society organizations’ (CSO) strategies, programmes and resources with country plans for scaling-up nutrition. The SUN CSN aims to achieve this through strengthening the support available for and capacity of national Civil Society Alliances (CSA).

## Chapter 2: 2013 Management Committee Decisions

The SUN Movement MPTF Management Committee met twice in 2013. The first meeting took place on 17 May 2013 and key decisions included:

- A request from the Management Committee for the SUN Movement Secretariat to: develop a concept for a learning exchange among SUN countries and means for its implementation; and to be in a position to consider activation of Window I of the SUN MPTF to financially support an initiative of this type.
- The approval of a supplementary proposal for the Global SUN Civil Society Network.
- Authorization for the Secretariat to prepare criteria for a new call for proposals for MPTF Window II (not to exceed the amount of USD 1.5 million).
- Agreement by the MC to amend the SUN MPTF Terms of Reference and Rules of Procedure in order to allow no-cost extensions of approved proposals through a specific format to go to the SUN Movement Secretariat without requiring any decision by the Management Committee.

### Launch of SUN Movement MPTF Window II Call for Proposals

Following the Management Committee's agreement for the Secretariat to prepare criteria for a new call for proposals for SUN Movement MPTF Window II, the call for proposals was approved electronically by the SUN MPTF Management Committee on 5 October 2014, and launched for a period of one month on 11 October 2013.

An announcement of the call and all supporting documentation (including guidelines for applicants) were posted on the SUN Movement website throughout the duration of this period. To raise visibility of the [announcement](#), the call for proposals was highlighted on the SUN [homepage](#), the [SUN Civil Society Network page](#), the [main SUN Movement MPTF page](#), and shared through social media. The call for proposals and the guidelines for applications were advertised in three languages: English, French and Spanish. The SUN Civil Society Network's Global Steering Committee was consulted throughout the preparation of the call. Members of the Steering Committee used this information to mobilize their own constituencies in different countries.

By the end of the period of the call, the SUN Movement Secretariat had received proposals from 83 organizations. During an initial screening process<sup>7</sup>, proposals were assessed and narrowed down to a final set of 12 applications for review by the SUN Movement Management Committee.

The second meeting of the SUN Movement Management Committee took place on 27 November 2013. The key decisions taken comprised the following:

- Agreement to activate Window I of the SUN MPTF and allocate funding equivalent to USD 600,000<sup>8</sup> to PROCASUR Corporation for the proposal 'Strengthening the Capacity of SUN Countries to Scale-Up Nutrition through Learning Routes.'
- After reviewing 12 funding applications<sup>9</sup> submitted as a result of the call for proposals agreed in the Management Committee meeting of May 2013 and launched in October 2013, the MC

<sup>7</sup> Key criteria used for initial screening included: a) They originated from SUN Countries that have not previously received funding from Window II of the MPTF; b) They originated from a collaborative effort to establish an alliance; c) They met the full information requirements as set forth in the application guidelines; and d) There was clear evidence of the involvement of in-country UN system actors and/or the SUN government focal point.

<sup>8</sup> With additional 7% to be charged by UNOPS for their oversight function.

<sup>9</sup> Key criteria used to assess the final set of proposals included: (a) level of consultation with other CSOs in the country; (b) level of consultation with and feedback from the SUN government focal point (triangulating information through bilateral exchanges with focal points); (c) level of coherence of the proposal with regard to the SUN MPTF log frame and main in-country processes as spelt out in the compendium of SUN countries fiches 2013; and (d) analysis of budget and the work plan.

agreed to a total allocation of funding equivalent to USD 3,435,000<sup>10</sup> under Window II to support the formation and work of 11 Civil Society Alliances<sup>11</sup> as well as increased support to the SUN Civil Society Network Secretariat.

- Agreement to meet again in early 2014 to assess proposals coming from the following countries: Burundi, Cote d'Ivoire, Nigeria, Rwanda and Senegal, provided they comply with MPTF rules.
- The MC requested that the global SUN Civil Society Network start working on a paper to analyze 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.

Shortly after this meeting, an [update](#) was posted on the SUN Movement website providing a brief on the decisions of the MC regarding the submitted proposals.

The table on the following page presents an overview of all MPTF funded projects at the end of December 2013. The 10 projects highlighted in yellow are the focus of this report. As the remaining projects were only approved at the end of 2013, an update on their implementation will be included in the 2014 SUN Movement MPTF Annual Progress Report.

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<sup>10</sup> Additional 7% was agreed for Participating UN Organizations for their oversight function.

<sup>11</sup> El Salvador; Guinea, Kenya CSA, the Kyrgyz Republic, Lao PDR, Madagascar, Myanmar, Peru, Sierra Leone, Sri Lanka and Zimbabwe.

## Overview of SUN Movement MPTF GRANTS

(Those highlighted in orange are the subject of this report)

SUN MPTF WINDOW	Country	Title of proposal	Implementing Partner	Participating UN Organization	Total Budget Approved (USD)	Date Approved by SUN Movement Management Committee	Date of Transfer to Participating UN Organization <sup>12</sup>	Date of Transfer to Implementing Partner
<b>ONE</b>	<b>MULTI</b>	Strengthening the Capacity of SUN Countries to Scale-Up Nutrition through Learning Routes	PROCASUR Corp	UNOPS	621,000	24 November 2013	04 February 2014	25 February 2014
<b>TWO</b>	<b>Bangladesh</b>	Scaling-Up Nutrition by Civil Society	Civil Society Alliance for SUN BD	WFP	535,000	28 August 2012	10 December 2012	March/April 2013
	<b>Guatemala</b>	Fostering Civil Society Action and Inspiring Changes to Implement the 1,000 Days Strategy	Save the Children Guatemala	WHO	428,000	28 August 2012	6 March 2013	September 2013
	<b>Malawi</b>	Strengthening the Role of Civil Society in Scaling-Up nutrition	Concern Worldwide	WFP	428,000	28 August 2012	13 December 2012	March/April 2013
	<b>Mozambique</b>	Advocacy for Scaling-Up Nutrition	ANSA	WFP	428,000	28 August 2012	10 December 2012	March/April 2013

<sup>12</sup> Lead time in fund transfer from MPTF Office bank account to Participating UN Organization bank account can vary from 1-5 business days.

<b>Nepal</b>	Engaging Civil Society Organizations in Advocating and Sustaining Political Will for Government Action for Scaling-Up Nutrition	Save the Children	WFP	428,000	28 August 2012	03 July 2013	March/April 2013
<b>Niger</b>	Raising Awareness to Scale-Up Nutrition	FORSANI	WFP	428,000	28 August 2012	13 December 2012	March/April 2013
<b>Ghana</b>	Formation of Coalition of Civil Society Organizations (CSOs) to Support Scale-Up Nutrition	Ghana Alliance Against Hunger and Malnutrition	WFP	374,500	12 December 2012	29 January 2013	March/April 2013
<b>Mali</b>	Mobilizing the Civil Society In Support of the Scaling-Up Nutrition Movement	Oeuvre Malienne d'Aide à l'Enfance du Sahel - OMAES	WFP	374,500	12 December 2012	13 February 2013	March/April 2013
<b>Uganda</b>	Strengthening Civil Society Capacity to Strengthen the Scaling-Up Nutrition	Uganda Civil Society Coalition on Scaling-Up Nutrition with World Vision serving as Secretariat of UCCO SUN	WHO	374,500	28 August 2012	13 December 2012	December 2013

<b>Global</b>	Mobilizing Civil Society in Support of the Scaling-Up Nutrition (SUN) Movement	Save the Children	UNOPS	535,000	12 December 2012	25 June 2013	08 August 2013
<b>Peru</b>	Accion Concertada por la Nutricion Infantil	CARE	WFP	262,000	24 November 2013	20 December 2013	
<b>Madagascar</b>	Hina, Platefome de la Societe Civile SUN a Madagascar	ACF	WFP	280,000	24 November 2013	04 March 2014	
<b>Sri Lanka</b>	Formation of Civil Society Alliance (CSA) that Supports Making Sri Lanka a Nourished Nation	Save the Children	WFP	220,000	24 November 2013	24 January 2014	
<b>Zimbabwe</b>	Supporting Civil Society in Realizing SUN Objectives and Commitments	Progressio UK	WFP	240,000	24 November 2013	13 February 2014	
<b>El Salvador</b>	Movilización de la Sociedad Civil para la Erradicación de la Malnutrición con un Abordaje Integral, Intersectorial y de Género	CALMA	WHO/PAHO	280,000	24 November 2013	17 December 2013	
<b>Myanmar</b>	Mobilizing Civil Society in Support of SUN Movement	Save the Children UK	UNOPS	210,000	24 November 2013	24 January 2014	

	<b>Lao PDR</b>	SUN CSA in Lao PDR	Plan International	UNOPS	250,000	24 November 2013	10 March 2014	
	Guinée	Appui a la Mobilization de la Societe Civile pour le Renforcement de la Nutrition en Guinée	Fondation Terre des Hommes	UNICEF	270,000	24 November 2013	19 February 2014	
	<b>Kenya</b>	Mobilizing Civil Society in Kenya to Champion Scaling-Up Nutrition	World Vision International	UNICEF	280,000	24 November 2013	10 February 2014	
	<b>Kyrgyz Rep.</b>	Creating an Enabling Environment/Structural Support to Improve Nutrition for the Sake of Justice and Future Generations in the Kyrgyz Republic	Public Fund "Innovative Solution", Public Union "Center of Monitoring" and Kyrgyz Association of Salt producers	UNICEF	220,000	24 November 2013	10 February 2014	
	<b>Global</b>		Save the Children UK	UNOPS	321,000	24 November 2013	05 February 2014	
	<b>Sierra Leone</b>	A Coordinated and Mobilized Civil Society Platform in Sierra Leone in Support of Scaling-Up Nutrition Movement	Focus 1000 and Helen Keller International	UNICEF	280,000	24 November 2013	24 February 2014	
<b>THREE</b>	Global	SUN Movement M&E Baseline Report	MDF Consultancy	UNOPS	60,000	12 December 2012	31 October 2013	13 December 2013

## Chapter 3: Achievements - SUN Movement MPTF Window I - Support for initial SUN actions at country level

One clear message coming from SUN countries has been the urgent need to support countries so they can learn from each other's experiences.

In order to respond to this need, the SUN Movement MPTF Management Committee provided support to the SUN Movement Secretariat to partner with PROCASUR Corporation to develop a Pilot Programme titled, 'Strengthening the Capacity of SUN Countries to Scale Up Nutrition through Learning Routes.' The programme aims to improve sharing and learning initiatives between national SUN multi-stakeholder platforms.

At the agreement of the MPTF Management Committee, the preparations for this project included a survey that was carried out by the SUN Movement Secretariat throughout the months of June to August 2013. The survey mapped SUN countries' specific thematic interests for learning and sharing activities. Twenty-eight countries took part in this survey. In most cases (23), the SUN government focal point was the primary respondent. This survey allowed the SUN Movement Secretariat to map the availability of best practice examples across countries, and also helped to identify the main areas of interest to SUN countries.

A proposal for USD 600,000 (plus 7% indirect cost recovery) was presented to and approved by the SUN MPTF Management Committee in November 2013 for this pilot project, which will run for 12 months (February 2014 to February 2015).

From 26 May to 1 June 2014, Senegal will host teams (2-3 people each) from Benin, Burundi, Niger, Ghana, Guinea and Sierra Leone (and Peru). For this Learning Route, government representation ranges from the offices of the president, vice president, national planning authorities to the ministries of health and agriculture. Almost every participating country has included civil society in their teams. The travel of two government participants from Guinea will be funded by WFP and UNICEF Guinea, while the travel costs of a third participant from civil society will be funded by the SUN Civil Society Network Secretariat (which is also funded by the SUN Movement MPTF). All other participants are funded through SUN Movement MPTF I funding. Peru will host Guatemala, Madagascar, Sri Lanka and Tanzania (and Senegal) from 18-24 August 2014. The composition of each country's teams has not yet been finalized.

## Chapter 4: Achievements - SUN Movement MPTF Window III - Support for Global SUN Strategic Efforts

During its meeting in December 2012, the Management Committee agreed to the activation of SUN MPTF Window III so that funds within the Window could be used to develop a sound and practical approach for measuring the progress and effectiveness of the SUN Movement over the next three years (2013-2015).

With UNOPS acting as the Participating UN Organization, the SUN Movement Secretariat (SMS), on behalf of the SUN Lead Group, contracted MDF Training and Consultancy (MDF) to work with the SMS to develop [the Monitoring and Evaluation \(M&E\) Framework](#). This framework was finalized in April 2013 and encompasses the results of the Movement as set out in the [SUN Movement Strategy](#), the revised [SUN Road Map](#) and individual planning documents, such as SUN Network Activity Plans or strategies. It sets out clear measuring tools for each of the expected results and brings together, in one agreed document, the work already undertaken by the SUN Movement Secretariat, and others within the Movement, to measure progress in different areas.

An [initial Baseline Study](#) was finalized in June 2013 and provides a comprehensive and accurate picture of the situation across the SUN Movement in September 2012. This baseline is meant to serve as a reference point against which future progress and achievements across the Movement in terms of impact, outcome and output can be captured. As such, the baseline will enable the constituent parts of the SUN Movement to be accountable to each other and to mothers and children at risk of under-nutrition.

## Chapter 5: Achievements - SUN Movement MPTF Window II - Catalytic Programmes for Countries

At a glance....

- ✚ Over **320** organizations from diverse backgrounds engaging with **9** burgeoning civil society alliances.
- ✚ **7** of the 9 CSAs have coordinators in place.
- ✚ **6** have developed governance structures and are meeting regularly.
- ✚ **8** CSAs are contributing to national multi-stakeholder dialogues on nutrition with **5** of these regularly represented on SUN Country Network Calls.
- ✚ **5** of the 9 CSAs are led by national NGOs with the remaining **4** led by international NGOs



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### Progress Across Nine SUN Movement MPTF Window II Projects – In Summary

Country	Multi-stakeholder platform established?	Approx. Number of organizations engaging	Coordinators in place?	TOR / constitution	Regular meetings	Engagement in multi-stakeholder efforts	Contribution to SUN Country Network calls?	Leadership	SUN CSN support
<b>Bangladesh</b>		110	Yes	Yes	Yes	Yes	Yes	INGO (BRAC)	One on one guidance from SUN CSN, buddy from SUN CSN Steering Group and twinning with Nepal and Myanmar.
<b>Ghana</b>	Yes (decentralised MSP)	59	Yes	Yes (currently being revised)	Yes	Yes	No	National NGO (National Alliance Against Hunger and Malnutrition)	One on one guidance from SUN CSN, buddy from SUN CSN Steering Group and twinning with Sierra Leone.
<b>Guatemala</b>	Yes (decentralised MSP)	20	Not yet	Not yet	Starting	Starting	No	INGO (Save the Children)	One on one guidance from SUN CSN, buddy from SUN CSN Steering Group and twinning with Peru & El Salvador.
<b>Malawi</b>	Yes (decentralised MSP)	22	Yes	Yes	Yes	Yes	Yes	INGO (Concern)	One on one guidance from SUN CSN, buddy from SUN CSN Steering Group and twinning with Zambia.
<b>Mali</b>	Yes	19	Not yet	Not yet	Not yet – more thematic workshops	Yes	Yes	National NGO (OMAES)	One on one guidance from SUN CSN.
<b>Mozambique</b>		20	Yes	Yes	Yes	Yes	No	National NGO (ANSA)	One on one guidance from SUN CSN

<b>Nepal</b>	Yes	19	Yes	Task force in process of developing	Starting	Yes	Yes	INGO (Save the Children)	One on one guidance from SUN CSN and twinning with Bangladesh and Myanmar.
<b>Niger</b>		28	Yes	Yes	Yes	Yes	Yes	National NGO (FORSANI)	One on one guidance from SUN CSN, buddy from SUN CSN Steering Group.
<b>Uganda</b>	Yes	29	Yes	Yes	Yes	Yes	No	National NGO (UGAN)	One on one guidance from SUN CSN.
<b>TOTAL</b>	<b>5</b>	<b>326</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>8</b>	<b>5</b>	<b>5 national NGOs and 4 INGOs</b>	

In this chapter we discuss progress in SUN Movement MPTF Window II projects that receive support in order to mobilize civil society contributions to the goals of the SUN Movement. The progress reported in this chapter for MPTF Window II is compiled from the annual reports (2013) of the nine MPTF projects currently being implemented. In most countries, actual project implementation started in the 2<sup>nd</sup> quarter of 2013.

### Key Area of Change 1: Coordinated Civil Society Alliances in SUN countries (CSAs)

#### EXPECTED OUTCOMES

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

There is visible evidence of progress towards establishing effective, inclusive civil society alliances (CSAs) that integrate nutrition actions into their programmes and contribute to national nutrition priorities.

During 2013, the nine CSAs that received support as a result of the first call for proposals invested time in setting up the foundations for effective and efficient implementation, including mapping partners, formalizing relationships and defining the structure of their coalitions. Some developed guidelines for the operations of their coalitions and set-up mechanisms to consolidate messages and publish them on behalf of the coalition (e.g. Ghana). Other countries show a more tentative start due to their national political situation (Bangladesh), the need to build links with existing civil society networks (as in Malawi) or the delayed disbursement of funds (Nepal).

In some cases, the creation of CSAs and national networks has already impacted the functioning of the SUN Movement in country. For example, the mapping exercise in Ghana were not only relevant to the CSA, but they also enabled the identification of technical and financial capacity needs of CSOs as well as their preparedness to contribute to the national effort in scaling-up nutrition. This in turn will support broader alignment efforts across sectors and stakeholders in Ghana. (see Key Area of Change 3)

Activities to establish the alliances are taking place at different levels within SUN countries. Nationally, the emphasis was on engagement of high-level government stakeholders and policymakers in various sectors (e.g. Ministries of Women and Children Affairs, WASH, Livelihood, Education). At a sub-national level, district platforms were developed (e.g. in Mozambique) and connections made at the provincial level to institutionalize civil society involvement.

To support the development and work of CSAs, a full time coordinator for the SUN Civil Society Network (CSN) was recruited and started on 10 June 2013 with support from the SUN Movement MPTF. The coordinator is based in London, UK and hosted by Save the Children, UK (the organization that is currently chairing the SUN Civil Society Network). A brief overview of support to each CSA by the coordinator is provided in the table entitled 'Progress Across Nine SUN Movement MPTF Window II Projects – In Summary' at the beginning of this section.

The SUN Civil Society Network (CSN) Steering Group commissioned the mapping of existing SUN Civil Society Alliances (CSAs)<sup>13</sup> to build a more detailed picture of current progress within each country and identify specific assets and support needs. The results of this mapping will be used by the SUN CSN to support countries' capacities to deliver in 2014.

<sup>13</sup> The final report is available at [http://scalingupnutrition.org/wp-content/uploads/2014/01/Final-Report-on-Mapping-of-SUN-CSAs\\_EN\\_WEB.pdf](http://scalingupnutrition.org/wp-content/uploads/2014/01/Final-Report-on-Mapping-of-SUN-CSAs_EN_WEB.pdf)

### **Bangladesh's Civil Society Alliance for Scaling-Up Nutrition (CSA for SUN)**

A **National Executive Committee** consisting of 10 leading organizations working in nutrition specific and sensitive areas was formed to act as a representative forum for the wider CSO network. The Secretariat appointed a **National Coordinator and Communications Officer** in December 2013 that has helped the alliance to expand from zero to 109 General Committee members within 9 months, with a 62% increase in membership in the last quarter.

The existence of another civil society group (Bangladesh Civil Society Network for Promoting Nutrition, BCSNPN) has created some tension. **Proactive steps were taken to involve this group** in the CSA for SUN in order to create an enabling and inclusive environment for all civil society actors for nutrition in Bangladesh.

### **Ghana Coalition of Civil Society Organizations for Scaling-Up Nutrition (GHACCSSUN)**

A **nationwide mapping** of over 130 relevant CSOs involved in nutrition and nutrition sensitive programmes in Ghana was successfully executed. This was instrumental in identifying the capacity needs of CSOs, their technical and financial strengths as well as their preparedness to contribute to the national effort in scaling-up nutrition in Ghana. It enabled the CSA and other stakeholders to assess the quality and quantity of CSOs working at the national and grassroots levels, as well as to expand the membership base of the alliance. The Ghanaian Alliance established its governance mechanism consisting of an **Executive Council and three subcommittees** and drafted **guidelines** that spell out its governance structure, roles and the responsibilities of members, as well as benefits.<sup>14</sup>

### **Guatemala's Civil Society Network- Scaling-Up Nutrition (RSC-SUN)**

Save the Children Guatemala, the lead Implementing Partner, has carried out actions to establish an alliance with INCOPAS (*Instancia de Consulta y Participación Social or Space for Consultation and Social Participation*), which is a consultation body providing advice to the national Secretariat for Food Security and Nutrition (SESAN). This relationship with INCOPAS is critical for establishing a Monitoring and Social Audit Commission as well as a Committee of Advocacy for the 1,000 days Window of Opportunity Mobilization Campaign – both which aim to bolster national efforts to ensure mutual accountability for nutrition. Networks and civil society organizations that could be part of the national alliance have been identified, but a full **mapping** to identify partners and allies from civil society organizations is yet to be undertaken.

Save the Children Guatemala has also made efforts to **solicit support from** the Foundation for the Development of Guatemala (FUNDESA), an organization created by representatives from the **private sector**, which has already established an Alliance for Nutrition as well as with the **Ombudsman Office** in Guatemala, who has recently established a National Advocacy Office for the Human Right to Adequate Food.

### **Malawi's Civil Society Nutrition Alliance's (CSONA)**

CSONA has established a **secretariat** that is being coordinated by a **Project Manager and a Partnership Supporting Officer**. Guided by its **interim steering committee**, the alliance coordinates and facilitates nutrition platforms. After input from members of CSONA and the in-country donor network, **terms of reference** (TORs) for the CSONA have been developed, finalized and adopted by its members. The TORs include an organizational structure that governs the alliances as well as its members' scope of work.

After a presentation to representatives from international NGOs in June 2013, the alliance has seen an **increase in active members by 10%**. CSONA intends to hold a follow-up meeting of interested Country Directors/Heads of Mission of INGOs and NGOs. From this meeting CSONA hopes to identify candidates to form a **steering committee** to provide leadership for the CSA, help spur action amongst member CSOs, and envisage a clear process that CSONA should take towards becoming an independent entity.

In addition, **six** of CSONA's members- Concern Worldwide, Catholic Relief Services (CRS), Feed the Children, Development Aid from People to People (DAPP) and Save the Children International (SCI) - **are to align their nutrition interventions within the Nutrition Education and Communication Strategy (NECS)**, which is based on the 1000 Special Days initiative.

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<sup>14</sup> The final draft document shall be validated and finalized in the beginning of the second year of the project, precisely by end of February 2014.

### **Mali's Oeuvre Malienne d'Aide à l'Enfance du Sahel (OMAES)**

In Mali, the OMAES is slowly **gaining visibility** and contributing to various multi-sector working groups put together by the government to inform the development of a national action plan for the implementation and the **operationalization of the national nutrition strategy**. Moreover, an inventory of commitments has been compiled and **policy analysis** conducted as a basis for an orientation **workshop on policies, standards and procedures (PNP) on nutrition**. The materials provide civil society with useful references to strengthen and facilitate their advocacy efforts to increase investment in nutrition.

The CSA is represented at the national level and in three of the eight regions of Mali (Kayes, Ségou et Sikasso). MPTF support enabled the CSA **to access multi-sectoral platforms**, which has enabled the development and strengthening of actions for improved effectiveness of the initiative in the country. Several stages of formalization, approval and coordination have been undertaken or are being undertaken to promote prioritization of nutrition, and also investments in nutrition.

### **Mozambique's Civil Society Alliance**

**Four civil society platforms have been established** at the central level and in the provinces of Inhambane, Tete and Nampula. All 4 platforms have **ToRs and a plan of action**. **Many (but not yet all) members of the CSA have signed a commitment document**. ANSA, the lead Implementing Partner, is in the process of mobilizing more organizations to become members, mainly those working on the nutrition-sensitive areas such as agriculture, education, water and sanitation.

### **Nepal's Civil Society Alliance**

A **mapping** of national level civil society organizations contributing to both nutrition sensitive and nutrition specific issues has been prepared and plans were in place to share the results with CSOs, the National Nutrition and Food Security Secretariat (NNFSS) and the National Planning Commission (NPC) in January 2014 in order to **build a consensus on the best process for establishing the alliance**.

### **Niger's Collectif Tous Unis en faveur de la Nutrition (TUN)**

Efforts in Niger have been focused on securing cross-ministerial support for and the **establishing of the alliance as a legal entity**. A coordinator was hired and active membership has increased.

TUN participated in the workshop to **develop a right to food bill**, organized by the Right to Food Consortium. This workshop came in the context of a global consultation for a right to food bill to be taken to the National Assembly. TUN also highlighted the importance of nutrition while participating in a workshop to develop a **social protection strategy** for Niger.

### **Uganda Civil Society Coalition on Scaling-Up Nutrition (UCCOSUN)**

UCCOSUN held its Annual General Meeting in April 2013, and 25 members participated in the deliberations. UCCOSUN members reviewed and later **adopted a constitution** that elaborated the objectives of the coalition, the rights and obligations of members and their respective roles and organization structures. Members also **elected the UCCOSUN steering committee** comprising of 13 members.

The UCCOSUN steering committee formed **functional committees** to enhance its efficiency and effectiveness. These are comprised of a program committee, a finance and administrative committee and a monitoring and reporting committee. The steering committee recruited a **coordinator** hosted by World Vision Uganda, in the last quarter of 2013. Similarly, in January 2014, the UCCOSUN Steering Committee held a **retreat** to build team work, **reflect on 2013 and also lay strategies for 2014**.

Civil Society Alliance	Types of organizations engaging in the nine CSAs
<b>Bangladesh</b>	INGOs, national NGOs, community-based organizations, academia and research organizations; religious and faith-based organizations, media, small-holder farmers' organization and women's groups.
<b>Ghana</b>	INGOs, national NGOs, community-based organizations, women's groups, youth-based organizations, small-holder farmer organizations, research bodies and academia, faith-based organizations and one trade union: Ghana Agricultural Workers Union. Sectors covered include agriculture, education, food security and livelihoods, children/youth, gender, nutrition, health, social protection and WASH
<b>Guatemala</b>	N/A
<b>Malawi</b>	Farmer organizations, education, social protection, community-based organizations, livelihoods orientated NGOs, academia and other alliances/networks. At the moment membership is largely drawn from the INGO due to nutrition capacity. The CSONA plans to actively seeking out more local CSOs to join and it is hoped that once CSONA is formally launched and activities are rolled out at district level, local CSOs will become more involved.
<b>Mali</b>	International NGOs, national NGOs, regional NGOs and NGO networks. These CSOs work in all sectors, in particular agriculture, education, WASH, health, environment and nutrition.
<b>Mozambique</b>	Members including INGOs, universities, national NGOs and existing networks from the following sectors: nutrition, health, gender, human-rights, children, older people, research and agriculture The CSA is reaching out to UNAC, a farmers group and aims to expand to include nutrition-sensitive organizations, community-based organizations and consumer groups.
<b>Nepal</b>	The plan is for CSA members to comprise INGOs, national NGOs, agriculture networks, and right for food network and academia at national level. These will focus on engaging in national policy development and cascading Information and approaches to community level.
<b>Niger</b>	Organizations working in nutrition and nutrition sensitive areas. Some social groups are not fully represented in the CSA. This includes social protection, education and community groups. These groups should be reached out to reinforce the CSA.
<b>Uganda</b>	Membership mainly comprises international and national level NGOs with few community based organizations. UCCO-SUN to take on efforts to bring on board community based organizations from deprived communities in different parts of the country and organizations engaging in social protection.

## Analysis

Investment in strong governance structures helps accelerate CSA formation

Convening organizations that have never previously worked together in a platform can result in personal clashes and intense discussions in relation to the mandates, roles and responsibilities of CSA members. Power imbalances (dominance of lead organizations, hosting arrangement disputes); a lack of leadership; unclear roles, responsibilities and expectations of different components of the alliance (executive committee, coordinator, CSO members); and real or perceived conflicts of interest can create internal tensions and delay the establishment of strong, inclusive and transparent CSAs.

Ensuring that transparent, sound and credible governance is in place early on is proving to be a critical investment in the success and sustainability of civil society alliances. Some of the key elements towards establishing such foundations, from CSAs experiences, include:

- A binding memorandum of understanding (MoU) between the CSA members and the host organization that clearly defines the limits of the host organization’s power and influence as well as its responsibility to contribute to the CSA’s operations;
- A constitution and/or clear terms of reference for the CSA and CSO members, including clear membership and due diligence processes, as well as checks and balances to ensure the integrity of SUN principles of engagement<sup>15</sup>;
- The establishment of rotational leadership structures (particularly for chair and host organizations positions) as well as co-leadership arrangements where appropriate, and the prioritization of national CSOs’ leadership;
- Clearly defined roles and responsibilities (board, members, secretariat, host organization);
- The convening of transparent, regular and inclusive meetings with participation from as many members (or potential members) of the alliance as possible to ensure consultation and open discussion of the elements above to foster engagement and ownership.

## 2: Full time CSA coordinators help to ‘bind’ coalitions

Nearly all of the civil society alliances have found it necessary to appoint or elect a dedicated coordinator to take responsibility for organizing and harmonizing activities of the alliance. The role of the coordinator is crucial in ‘binding’ the coalition. Especially in the initial phase, when roles and governance structures need to be established as quickly as possible, CSA coordinators need to possess the following skills/capacities:

- Strong facilitation and negotiation skills
- Strong communication and knowledge management skills
- Strong networking and relationship building and nurturing skills
- Strategic methods to resolve conflict, achieve consensus and prioritize tasks
- Ability to facilitate interaction between central and district level civil society efforts and priorities

The coordinator should ideally be appointed as quickly as possible in order to capitalize on the momentum, commitment and urgency created during the initial in-country discussions to establish a CSA and to apply for SUN Movement MPTF funding. However, the time lag between proposal approval, finalization and resource transfer from MPTF to Participating UN Organizations, and then to the Implementing Partners, has led to delays in full-time staff being recruited.<sup>16</sup> In addition, experience suggests that one full-time staff may not be sufficient for effective functioning of the alliance, with portfolios often unmanageable.

## Reflection

Clear guidance to support the establishment of good governance practices is of great value to new and existing civil society alliances. In 2014, the SUN Civil Society Network is developing a governance guidance note based on the experience of existing CSAs. The Management Committee may wish to consider how to align the guidance in this note with the submission and review criteria for future proposals.

SUN Movement MPTF Window II Proposals that earmark funding for the recruitment of full-time coordinators are likely to contribute to accelerated progress in establishing and operationalising CSAs. Co-funding or in-kind support from CSA members can also help to ensure that in-country resources are adequately and timely pooled to support key tasks –including the immediate recruitment of CSA coordinators.



<sup>15</sup> Aligned with SUN conflict of interest prevention and management reference note & tool kit.

<sup>16</sup> Nepal

## Key Area of Change 2: In-country CSAs advocate effectively

### EXPECTED OUTCOMES

- CSAs contribute to the common multi-stakeholder narrative on nutrition
- CSAs advance this narrative through advocacy campaigns, press coverage and raising SUN public awareness
- The Global CSO network supports individual CSAs with establishing advocacy strategies and assessing their effectiveness

Across the nine CSAs, contributions to public awareness raising and national consensus building on nutrition are diverse and numerous. Progress towards this objective is strong and examples of effective interventions are many, like the recruitment of celebrity ambassadors in Ghana who popularized the 1,000 Days of the Child Campaign and the participation of four CSAs in the 2013 Global Day of Action for nutrition.

At varying paces across each country, CSAs focused on establishing themselves and making efforts to popularize the global SUN Movement. Throughout 2013, CSAs have built up and strengthened active partnerships with many organizations and highlighted the nutrition agenda in key platforms as a result. In this respect improved coordination and stronger linkages among civil society organizations (as intended in Key Area of Change 1) is gradually showing an impact on this second Key Area of Change.

CSAs are building partnerships with the media in order to ensure that nutrition occupies public consciousness. Through SUN Movement MPTF funding, media practitioners in Ghana, as well as in Uganda, were sensitized on nutrition for the first time. In both countries, coverage of nutrition by the press increased significantly.

In Niger, members of the CSA helped to organize national television debates on breastfeeding. In Guatemala, a mass media campaign to strengthen the ability of women and children to demand health services has contributed to increased coverage of nutrition in popular media and the establishment of the Teenagers for Nutrition Network.

In June 2013, various civil society groups from different parts of the world organized coordinated actions as part of a '[Global Day of Action](#).' The purpose of this coordinated initiative was to highlight the global demand to undertake decisive actions at the Nutrition for Growth Event co-hosted by the Governments of the United Kingdom, Brazil and the Children's Investment Fund Foundation. Six CSAs (four of which are MPTF funded - Bangladesh, Ghana, Nepal and Uganda) contributed to events in their countries, which included public concerts, media events and panel discussions with parliamentarians.

In addition, in response to interest from CSAs across the Movement, members of the SUN Civil Society Network Steering Committee are coordinating the development of a set of agreed messaging to ensure that food and nutrition security feature prominently in the post-2015 development framework. A small working group within the Civil Society Network is working with a broader range of stakeholders engaged in the post-2015 process to ensure that messaging is shaped by the realities in SUN countries and can be adapted for multi-stakeholder advocacy at the national level. The SUN Civil Society Network has also facilitated cross-network discussions for harmonized messaging and coordinating strategies to ensure that nutrition is integrated into the post-2015 framework.

### Details of Progress: In-country CSAs advocate effectively

#### Bangladesh's Civil Society Alliance for Scaling-Up Nutrition (CSA for SUN)

The CSA for SUN recruited a consultant to create a **policy and communication strategy** that will involve multi-level stakeholders to foster policy level change and build grassroots level support. CSA for SUN activity has focused on increasing advocacy towards government and media stakeholders to raise awareness of the need for multi-sectoral nutrition coordination and planning, as well as feeding into the development of a revised National Nutrition Policy.

Throughout 2013, nutrition has gained increasing attention as a development sector priority in the country. Global initiatives (e.g. the Lancet Series on nutrition and Nutrition for Growth event in June 2013 and the SUN Global Gathering in September 2013)

provided CSA for SUN with strategic opportunities to **publish articles, sensitize the media and hold roundtable discussions**. These actions, together with **media training sessions** of five media houses, have spurred an **increase in media reporting** on nutrition, particularly over the last two quarters of 2013.

### **Ghana Coalition of Civil Society Organizations for Scaling-Up Nutrition (GHACCSSUN)**

The **launch** of the coalition in August 2013 provided an opportunity to share the vision, mission and objectives of the coalition with the media and the public while at the same time extending the call for partnership and cooperation of all key stakeholders in Ghana to join the SUN Movement and advocate for improved nutrition in 2013 and beyond.

Ghana's CSA developed an **advocacy strategy** document for use by members of the CSA platform, which was also shared with relevant stakeholders within the national SUN Movement. The advocacy strategy is expected to guide members of Ghana's CSA towards a shared set of priority messages, intensifying and improving civil society's advocacy efforts.

An experienced **celebrity ambassador** from the music industry was identified to support Ghana's CSA to popularize the 1,000 Days of the Child Campaign. The **song**, 'Save a Child Today' was recorded by Noble Nketia and produced by Ghana's CSA. The **video** is being produced to kick start the 1,000 Days of the Child Campaign in Ghana after its successful launch at a concert with an audience of over 4,000 people in Tamale, during the third quarter of 2013.

Ghana's CSA, in collaboration with PAABEC Foundation, produced a **television programme** on nutrition called 'Tomorrow Today,' which brought together nutrition experts and students to deliberate a wide range of nutrition topics from hygiene to food safety and balanced diets.

In September 2013, the alliance organized a very well attended workshop – representing 40 press houses - aimed at **building the capacity of media** practitioners in order to serve as agents of change for nutrition. The workshop played a **key role in the wide reportage** on nutrition issues in the print and electronic media in Ghana.

### **Guatemala's Civil Society Network- Scaling-Up Nutrition (RSC-SUN)**

A communication strategy is currently being developed and a communication campaign will be launched after the Committee of Advocacy for the 1,000 days Window of Opportunity has been established.

### **Mozambique's Civil Society Alliance**

The CSA's coordinator represented the alliance in discussions to elaborate the **National Strategy for Communication and Advocacy** for chronic under-nutrition. The process was headed by the government's Technical Secretariat for Food and Nutrition Security (SETSAN) with UN REACH support. Based on the national strategy, the civil society platform developed its own strategy for advocacy, which was concluded in December 2013.

The platform supported SETSAN in the preparation of the SUN movement **launch** in country, where a ceremony was hosted by SETSAN on 8 August 2013.

In December, the central component of Mozambique's CSA organized a **national meeting** and invited all CSA members, two focal points for each of the 3 provincial CSA components, government representatives (from the key sectors including SETSAN as the government body that coordinates SUN in country), donors, UN agencies as well as GAIN and WFP as the representatives of the SUN Business Network. The objectives of the meeting were to disseminate information on the SUN Movement, to meet and establish partnerships among the different players, and share information among all SUN Movement stakeholders in country.

### **Niger's Collectif Tous Unis en faveur de la Nutrition (TUN)**

TUN capitalized on World Breastfeeding Week 2013 to **advocate for the adoption of a law regulating the commercialization of breast milk substitutes** in Niger.

TUN is also in the process of identifying local leaders from women's organizations and traditional and religious leaders so they can become nutrition **champions** and help with overall advocacy efforts.

### **Uganda Civil Society Coalition on Scaling-Up Nutrition (UCCO-SUN)**

UCCO-SUN started work to develop an **advocacy and communication strategy**<sup>17</sup> that includes activities to increase visibility, commitment, action, and resources for nutrition in the health, agriculture, education, and social development sectors, as well as public sector management.

In June 2013, the coalition conducted a **media briefing** to raise media awareness on nutrition challenges in the country. Over 30 media representatives participated in the training. This **was followed by numerous media engagements** with coalition members to share key messages on nutrition in the country.

Also in June, UCCO-SUN joined other SUN civil society organizations across the world to show global solidarity on the need to tackle global hunger and malnutrition by organizing a **Global Day of Action event** titled, 'Food for Everyone,' which was attended by over 40 people including policy makers, CSO representatives and community members.

In August 2013, UCCO-SUN partnered with the Ministry of Health to organize a **high level policy dialogue** under the theme 'Enhancing community support for mothers to practice optimal breastfeeding towards a healthy, well-nourished and HIV free generation.' During the policy dialogue, the **policy makers promised to fast track the food and nutrition bill**. They also committed to sensitize community members on the dangers of malnutrition. The event was attended by 76 people and officiated over by the Deputy Speaker of Parliament. The Minister for Health also attended and encouraged support for working mothers to practice better breastfeeding practices. UCCOSUN members also actively participated in **district mobilization activities** in the Lira and Tororo districts.

In November 2013, UCCO-SUN was among the lead organizers of the Bushenyi Nutrition **Marathon**. The Marathon aimed to increase awareness on the challenges of malnutrition in the country. This was attended by **over ten thousand community members, policy and decision makers**. The chief runner was Uganda's Olympic Champion, Stephen Kiprotich.

### Analysis

Establishing a common narrative around nutrition requires a multi-stakeholder effort

Civil society and governments are increasingly working together to secure the political commitment of various line ministries and components of the government as well as to raise awareness nationally and at district, community and household levels.

Many government-led multi-stakeholder platforms are working on the development of national nutrition communications and advocacy strategies. Creating a common narrative is a collaborative process and the potential for each stakeholder to contribute to this effort is enormous.

However, building a common narrative for nutrition around which all stakeholders across civil society, government, donors, the United Nations system and business can coalesce has its challenges. Within CSAs, various members have diverging views on what should be prioritised for best results. Moreover, once a CSA has agreed its own messages, its ability to help sculpt a common narrative for nutrition largely rests on the extent to which the CSA is viewed as a trusted partner and a legitimate representative of its organizations and beneficiaries.

Where multi-stakeholder platforms have not yet been established or are not yet fully functional, having a shared vision and narrative between national actors can be somewhat difficult. In these instances, CSAs may find that their most important task is to focus on raising awareness and securing commitment amongst key actors for nutrition to participate in a multi-stakeholder advocacy.

### Reflection

CSAs that pursue a multi-stakeholder approach to advocacy are more likely to contribute to broad ownership and commitment to nutrition. Building advocacy strategies from a strong evidence base is key to securing agreement on priority messages for a common nutrition narrative.

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<sup>17</sup> This plan was completed in February 2014.

In countries where multi-stakeholder efforts for nutrition are still under development, CSAs can play a vital role in ensuring that every actor feels compelled to act together. MPTF-funded CSAs that participate in the early stages of development of national advocacy and communication plans can add value by sharing their expertise and experience.

### Key Area of Change 3: In country CSAs participate in national platforms for SUN

#### EXPECTED OUTCOMES

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

SUN Movement MPTF funding is enabling CSAs to engage in the development of national policies, legislation, plans and programs. They are preparing evidence, producing research, organizing and contributing to consultations and joining policy and budget debates. CSAs are also playing a key role in decentralization processes by engaging at local and community levels to assure awareness and implementation of national nutrition-related strategies throughout society.

Contributions to national financial frameworks mainly take shape in the form of evidence gathering on budget allocations. This evidence allows for budget analysis that can be used for advocacy purposes, but an additional direct result of these interventions is the establishment of institutional relations with senior government officials who play a role in assessing national financial requirements for nutrition.

It is too soon to assess how the CSAs' contributions in this area will lead to significant changes in nutrition coverage levels and outcomes. Influencing and contributing to policy, legislation and implementation are prolonged processes and the current reporting timeframe of (less than) one year is too short to capture this type of change.<sup>18</sup>

The SUN CSN Steering Group members have been instrumental in facilitating in-country engagement of their respective INGO country offices with CSAs in order to ensure alignment of efforts with national priorities, strategies and plans. The SUN CSN Secretariat is currently exploring ways to strengthen these efforts, particularly in relation to the establishment of Communities of Practice across the SUN Movement.

#### Details of Progress: In country CSAs participate in national platforms for SUN

##### Bangladesh's Civil Society Alliance for Scaling-Up Nutrition (CSA for SUN)

CSA for SUN has actively participated in the Nutrition Working Group and the National Nutrition Steering Committee, and sub-national workshops (e.g. Sylhet Division; Satkhira District with UN REACH). It has **provided evidence, shared resources** and participated in regular conference calls with the global SUN Secretariat. Feedback to national groups and the other SUN Networks on CSA for SUN's participation at the SUN Global Gathering was planned, but postponed to early 2014 due to strikes.

##### Ghana Coalition of Civil Society Organizations for Scaling-Up Nutrition (GHACCSSUN)

The Ghanaian CSO **organized a stakeholder consultation on the national nutrition policy** ahead of its validation in order to contribute to the development, finalization, consensus building and subsequent review of the national nutrition policy. As a number of high profile personalities including Members of Parliament participated in the consultation, it indeed underscored the importance of widening the consultation processes on the policy for the purpose of guaranteeing its collective ownership.

<sup>18</sup> In some countries (e.g. Bangladesh) the political situation has delayed progress.

The alliance also **met with the Director of Budget at the Ministry of Finance and Economic Planning** to discuss the accurate budgetary allocation for nutrition-related sectors in the 2014 budget as a follow up to the meeting held with Members of Parliament on 4 December 2013 (see Country-by-Country Snapshot 4).

### **Malawi's Civil Society Nutrition Alliance's (CSONA)**

In Malawi, CSONA members were given an opportunity to **comment and develop an issue paper on the National Nutrition Policy (NNP)** priority areas as well as to **contribute to the National Micronutrient Strategy**.

Through government efforts to establish **District Nutrition Coordination Committees**, CSONA will play a significant role in **advocating for clearly defined nutrition activities in district implementation plans**.

CSONA **participated in the initial presentation of the Nutrition Act**, which is still under development.

Led by Save the Children international (CSONA member), a **budget analysis** was carried out in September 2013, but this analysis was done after the National Budget for the 2013/2014 had already been passed by Parliament. Nevertheless, the findings of the September 2013 budget analysis will be used in the CSONA's advocacy in 2014 as well as in national budget consultation meetings and dialogue with Parliamentarians. With Save the Children taking a leading role, the alliance will carry out a further budget analysis in 2014 that will feed into Parliament's next national budget sitting.

### **Mali's Oeuvre Malienne d'Aide à l'Enfance du Sahel (OMAES)**

The CSA selected the **advocacy tool PROFILES** as most suitable to enable CSOs to have a common voice on nutrition with a coherent message. As of 2014, this tool will be operationalized. In Mali, the CSA is slowly gaining visibility and contributing to the various multi-sector working groups put together by the government to inform the development of a national action plan for the implementation and operationalization of the national nutrition strategy.

### **Mozambique's Civil Society Alliance**

In December 2013, the national coordinator **participated in a workshop** organized by the parliamentary commission for Agriculture, Economics and Environment to discuss the **draft of the Agriculture and Food and Nutrition Security Law**. More specific comments were shared with SETSAN who is compiling all the comments to send to the parliamentary commission.

**'Manuals' to train platform members** on the political framework for nutrition (**PAMRDC**), basic nutrition concepts and advocacy (focusing on fundraising and lobbying) were prepared. Training sessions for central level platform members were held in September 2013. Provincial platform members will be trained between February and March 2014. All platform members also received a copy of the 2013 Lancet Series on Nutrition and a national document about the integration of nutrition-sensitive activities in sectoral action plans.

### **Niger's Collectif Tous Unis en faveur de la Nutrition (TUN)**

In Niger, a **study on financing of nutrition** was carried out. The assessment of the level of funding and resource allocation for emergency management and the prevention of malnutrition revealed inadequate funding of nutrition, especially in the state budget. It became clear from this **analysis** that the funding for nutrition largely (73%) depends on foreign aid. In addition, almost all foreign aid is allocated to emergency management, and only one quarter is spent on interventions to prevent malnutrition. These results demonstrate the lack of funding for nutrition, but also their poor distribution across different sectors of intervention (emergency versus prevention). A nutrition budget line was created in 2011. In 2013 and 2014, funding was agreed for this budget line. Pressure on policy and decision makers enabled the maintenance of the budget line for nutrition of 500 million francs CFA in the government budget.

### **Uganda Civil Society Coalition on Scaling-Up Nutrition (UCCO-SUN)**

In 2011, UCCOSUN members contributed significantly to the formulation and subsequent launch of the Uganda Nutrition Action Plan (UNAP). The coalition continued following-up implementation of the plan throughout 2013 and has been selected by the government to sit on an **institutional committee** to develop strategies to **roll-out the UNAP**.

To further raise awareness about nutrition, UCCOSUN members **participated in orientations of UNAP** at local government and community levels, using guidelines developed by the OPM. Related to the above, an estimated **5000 copies of the UNAP were printed and disseminated** to help district authorities consider nutrition while allocating budgetary resources.

CSA representatives also **contributed to debates in three district level budget conferences** of Gulu, Kyankwanzi and Kiboga. From the field reports, it became clear that without a dedicated budget line for nutrition, local government still found it challenging to allocate money for nutrition within other sectoral budgets. After reflection on the issues presented by the CSA representatives, members agreed to make resource nutrition for advocacy as one of the priorities of the 2014 advocacy agenda.

## Analysis

Alignment and advocacy are two interlinked pillars of civil society's contribution to the SUN Movement in country.

As mentioned above, building a reputation as a trustworthy and legitimate voice on nutrition is essential to a CSA's ability to constructively contribute to multi-stakeholder dialogue and action to scale up nutrition. While building this reputation can sometimes be aided by personal relationships, a sustainable approach involves a long-term investment in transparency, open-dialogue and demonstrations of good faith. The level of alignment its members can demonstrate behind national plans, strategies and priorities will also impact on how civil society's contribution to national efforts is assessed. Alignment and advocacy are two interlinked pillars of civil society's contribution to the SUN Movement.

One of the first steps towards alignment requires a solid understanding of the actors working across sectors and stakeholder groups on nutrition. Two levels of mapping tend to be underway in SUN Countries. The first is carried out by SUN Movement MPTF recipients in CSAs and focuses on assessing civil society actors and their activities in order to better understand the available membership pool of CSAs. The second type of mapping tends to be much broader in scope, often led by the government with the assistance of development partners and aims to identify the capacities available to contribute to government-led efforts to scale up nutrition as part of a multi-stakeholder alignment effort.

SUN Movement MPTF funded civil society alliances seem to have prioritized alignment by:

- Actively contributing to the development of national plans, policies and strategies, thus sharing a sense of ownership of these tools;
- Raising awareness and building the capacity of their CSO members to use national plans, policies and strategies as guidance for their own organizational plans;
- Conducting mapping exercises of CSOs contributions in nutrition-related areas, which helps to build a better understanding of the overall landscape of current CSO activities, coverage, target groups, funding sources, budget and alignment with national policies and plans (e.g. Nepal and Ghana);
- Developing internal resources (such as activity tracking sheets) for CSO members of CSAs (e.g. Malawi) to monitor how the various CSO members contribute to national plan implementation, tracking and monitoring.

While these types of activities are gaining prominence in CSA approaches, they are not yet taking place systematically across SUN Movement MPTF funding projects. The SUN Civil Society Network will play a role in capturing the impact that these activities have had on improving the alignment of CSAs' programmatic efforts behind national plans. Collaboration with the UN System Network's efforts to map and profile in-country actors working on nutrition will be instrumental in this process. Equally, as government-led multi-stakeholder platforms gain strength and centrality to nutrition planning, CSAs are likely to better understand how to align their own activities and priorities behind those of the government.

## Reflection

By aligning efforts behind government-led processes to refine and build strong policy, legislative, budgetary and programming frameworks for nutrition, CSAs can have significantly more impact. Not only do these types of activities help accelerate joint efforts, they also help to increase the legitimacy and credibility CSAs have within national multi-stakeholder platforms.

SUN Movement MPTF-funded CSAs that invest in mapping exercises to better understand in-country capacity and expertise on nutrition are likely to be better placed to contribute positively to government level efforts to scale up nutrition.

The results of the SUN Civil Society Network’s review of CSA alignment activities may help the Management Committee encourage those actions that appear to be most effective for future MPTF funding.

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

### EXPECTED OUTCOMES

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

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

Most MPTF funded CSAs are contributing to the development of Common Results Frameworks and hold regular meetings to track progress. For example in Mozambique, CSA members are participating in provincial working groups on nutrition, helping to monitor the implementation of provincial plans and eventually measure results. At the national level members of the CSA are part of a national working group monitoring the national nutrition plan.

In Uganda, the office of the Prime Minister, in collaboration with UCCOSUN and other nutrition actors, organized the first ever national nutritional forum. The two day forum focused on taking stock of progress in implementing the Uganda National Action Plan and drew strategies for accelerating the reduction of malnutrition especially among children and mothers. Over 1,000 people participated in the three phase event that involved; stakeholder exhibitions, a multi-stakeholder reflection meeting and a high level policy dialogue presided over by the Prime Minister.

### Details of Progress: CSAs contribute to better accountability in SUN Countries

#### **Bangladesh’s Civil Society Alliance for Scaling-Up Nutrition (CSA for SUN)**

Dialogue with representatives of GOB and National Nutrition Service (NNS) has been initiated in order to establish a functional and effective **nutrition tracking system**. A Nutrition Information System (NIS) has been formed, merged with HMIS and is being piloted in 16 districts, the results of which will be used to inform scale up nationwide. CSA for SUN Executive and General Member organizations, and other donors, have developed multiple MOUs with NNS to keep it on track. However, frequent changes in key personnel (Line Directors, Programme Managers, focal persons for IYCF and BCC) present a challenge to tracking progress well.

#### **Ghana Coalition of Civil Society Organizations for Scaling-Up Nutrition (GHACCSSUN)**

Ghana’s CSA organized an end of year **meeting in Parliament** with the leadership of Ghana Parliamentarians against Hunger and Malnutrition Caucus on 4th December, 2013 to consider key pertinent issues related to the current nutrition situation in Ghana. The meeting also considered how to support the call for **increased budgetary allocation** for nutrition related sectors in the 2014 Government budget.

#### **Guatemala’s Civil Society Network- Scaling-Up Nutrition (RSC-SUN)**

The MPTF funded project in Guatemala has focused on building a strong partnership with the Instancia de Consulta y Participación Social –INCOPAS- (Instance of Social Participation and Consultation) with a larger aim of establishing an Advocacy Committee and Social Audit Commission for the 1,000 Days Window of Opportunity Mobilization Campaign (which supports the national Zero Hunger Pact).

The Advocacy Committee’s main function is to set up channels of communication with the implementing parties of the 1,000 Days Mobilization Campaign at national and regional levels. The Advocacy Committee intends to collect and analyze information in relation

to progress in implementing the actions of the 1,000 Days Mobilization Campaign with the aim of presenting concrete proposals to strengthen the effective implementation of these actions. Moreover, the Social Auditing Commission is envisioned to support the development of a common agenda for monitoring the implementation of the 1,000 Days Mobilization Campaign.

### **Malawi's Civil Society Nutrition Alliance's (CSONA)**

With upcoming **elections** in May 2014, CSONA will organize a **debate and dialogue amongst identified champions to discuss national nutrition issues**. This will feed into the development of key nutrition messages for candidates or key spokespeople as they prepare for the elections and also for newly elected officials to voice during the SUN Global Day of Action, which will involve the media.

### **Mozambique's Civil Society Alliance**

In November, a sub-group of the National CS Platform held the first working meeting to discuss the design of a **tool to monitor** the operationalization, funding and implementation of nutrition activities. The tool will cover the monitoring of the national civil society platform plan as well as allow the monitoring of other players' plans and programs.

### **Uganda Civil Society Coalition on Scaling-Up Nutrition (UCCO-SUN)**

The Office of the Prime Minister in collaboration with UCCOSUN and other nutrition actors organized the first-ever national nutritional forum for Uganda. The two-day forum focused on **taking stock of progress of UNAP implementation** and drafting strategies for accelerating the reduction of malnutrition, especially among children and mothers in Uganda. Over 1000 people participated in the three phase event that involved; stakeholders' exhibitions, a multi-stakeholder reflection meeting and high-level policy dialogues presided over by the Honorable Prime Minister of Uganda. During the high level-policy dialogue, **the Prime Minister recommitted to support** the SUN movement in Uganda and the multi-sectoral approach. **Donors and the United Nations also pledged continued support** to scaling-up nutrition in Uganda.

### **Analysis**

It is necessary to work across political parties and branches of government in order to secure an enduring position for nutrition on national agendas.

SUN Movement MPTF-funded CSAs are helping to secure a place for nutrition on national agendas that is strong enough to endure electoral cycles and relative changes in priority-setting by governments. This type of advocacy can often support the efforts of civil servants to build a longer-term vision for nutrition within their respective ministries, departments and agencies. In addition to the development of tracking tools, CSA efforts to achieve this involve working closely with all political parties to ensure that nutrition is considered a priority issue, particularly in the run up to elections and immediately after changes of power. Civil society is also working with parliamentarians to increase their understanding of their potential contribution to improving nutrition, including policy and legislation development, budgetary processes and executive oversight. This is contributing to a pattern of multi-stakeholder engagement that increases accountability over time.

### **Reflection**

In addition to tracking data, building a long-term support base for nutrition is a critical component to accountability. The emphasis that the SUN Movement MPTF places on the importance of working across all political parties as well as with parliamentarians is reinforcing country level efforts to build an enduring space for nutrition on national agendas.

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

### EXPECTED OUTCOMES

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

As the implementation of activities for these nine CSAs have only just begun, the sharing of experiences with other countries and/or networks remains limited. In this early phase, CSAs appear to be focusing on information exchange between their members and with other key stakeholders in their countries. In all CSAs, the member organizations are working together to develop skills and maximize resources in order to obtain the greatest possible impact on nutrition. This has a potential to grow broader, into peer learning with other countries and networks in the years to come.

In order to support learning within and across CSAs, the SUN CSN Secretariat has established connections with a number of actors (including regional actors engaged in budget transparency, WASH Advocates, UNICEF and UN REACH, among others) at the global level. So far, regional connections have been made through small language sub-groups of the SUN CSN.

‘Twinning’ between CSAs of the SUN movement is something the SUN CSN is supporting in an increasingly systematic way. The SUN CSN is working to better understand how these types of exchanges are bilaterally organized, what is learned and how this type of learning can be best fostered at the global level.

The SUN CSN developed a communication strategy and implementation has begun. The SUN Movement website hosts spaces for each civil society alliance as well as the broader SUN Civil Society Network. Within this space, a dedicated resource section includes a number of key resources (available in English, French and Spanish) such as a guidance note to setting up a CSA, a short overview of the SUN CSN, meeting reports and updates, a membership strategy, a report of the mapping exercise conducted by the SUN CSN, as well as notes from key meetings and events.

**Details of Progress: The collective of CSAs are a functioning learning network**

#### **Bangladesh’s Civil Society Alliance for Scaling-Up Nutrition (CSA for SUN)**

A [website](#) was designed, is live and being used to communicate with membership and partners.

#### **Ghana Coalition of Civil Society Organizations for Scaling-Up Nutrition (GHACCSSUN)**

A functioning [website](#) for the new coalition was developed. Information for stakeholders was also loaded on the relevant pages of the website to make information about the Hunger Alliance of Ghana and the new coalition readily accessible. The advent of the website provided Ghanaians with the requisite information about the SUN CSA platform in Ghana as well as its vision, mission and objectives and the role of other partners of the national SUN Movement. In the absence of any website for the National SUN Movement in Ghana, the coalition’s website was a perfect substitute in 2013 to promote the work of the entire SUN Movement in Ghana and globally. The first electronic newsletter of the SUN CSOs platform in Ghana was circulated during the third quarter.

A capacity building workshop was organized in Tamale for members of the Ghana SUN CSOs platform drawn from the three northern regions. The workshop was designed for over 60 participants representing 55 member organizations of the platform. The workshop equipped members of the platform at the grassroots level with the skills and knowledge to effectively advocate for improved nutrition. It also helped them align their action plans with national scale up implementation strategies.

## Malawi's Civil Society Nutrition Alliance's (CSONA)

Other than a **quarterly monthly update bulletin**, the alliance has also developed a quarterly update template that members will use to share their scaling-up nutrition efforts and activities. This will feed into a harmonized monitoring framework for the CSOs. At a central level, the alliance has strengthened its communication strategy by channeling nutrition information and knowledge to all members as well as coordinating CSOs through its emails. This is meant to enhance the sharing of best practices and lessons learnt.

Activities for setting a website have not started, however the alliance is looking for other ways to share information and raise awareness, such as through social media like Twitter and Facebook.

CSONA has scheduled an exercise that will focus on identifying and analyzing what is working well and what is not working within the alliance. This exercise is intended to highlighting members' core strengths and contributions to CSONA.

CISANET is a well-established CSO network that has worked in Malawi for over 12 years, advocating and influencing agricultural related policies. Civil Society Agriculture Network (CISANET) has joined the CSONA, offering promising **mentoring opportunities** with regard to ways of working and resource mobilization. Additionally, CISANET participation offers an opportunity for CSONA to strengthen its ability to advocate for nutrition sensitive initiatives within the country.

Malawi's CSA is also in the initial stages of a 'twinning' initiative with the Zambian CSA (non-MPTF resourced).

## Mali's Oeuvre Malienne d'Aide à l'Enfance du Sahel (OMAES)

MPTF support is enabling **cross-country learning** through country calls. These country calls enable countries to share progress updates, clarify expectations from the SUN Movement, and share information on progress, challenges and barriers with regard to the four SUN process indicators. Since 2011, the CSA in Mali participates on an annual basis, alongside government focal points and representatives in SUN global gatherings. These present an opportunity to represent civil society in Mali and showcase its role in improving nutrition.

## Mozambique's Civil Society Alliance

In Mozambique, platform members have been trained in communication skills and the network has disseminated national guidelines on the integration of nutrition activities in nutrition sensitive sectors in line with the national strategy.

The National Coordinator of the CS Platform Mozambique was invited to be a part of the Mozambican delegation during a Nutrition Capacity Development Workshop in Gaborone, the objective of which was to include nutrition in the National Agricultural Plan of Investment.

## Uganda Civil Society Coalition on Scaling-Up Nutrition (UCCO-SUN)

UCCOSUN worked with over 50 CSOs' representatives from the Kampala and Bushenyi districts to **enhance their capacity in nutrition advocacy**. The CSO representatives developed strategies and made commitments towards the implementation of the UNAP at both national and community levels.

Uganda's CSA has also set up a web portal for information and best practices. Moreover, an e-newsletter has been published.

## Analysis

Lesson 8 – Country-to-country exchanges are CSAs preferred method for learning

CSAs have expressed a clear need for sharing of experiences and guidance on:

- CSA Governance
- Building the capacity of CSAs

- Decentralization and implementation of CSA activities at local levels
- Budget advocacy, analysis, and tracking (whether national or off-budget to enable accountability, tracking)
- Experience and knowledge management through accessible documents and materials
- Informally, almost all of the CSA coordinators were interested in finding out more about workload management and methods to enhance their role as coordinators.

CSA representatives generally felt the best way to learn from each other is through field learning exchanges, which can be costly and challenging to fund.

The SUN Civil Society Network has conducted a mapping of key priority needs of CSAs. The results of this exercise are informing the prioritization of the SUN Civil Society Network workload, the support delivered by members of the SUN Civil Society Network steering group members as well as the development of a Civil Society Network capacity strengthening strategy.<sup>19</sup>

### Reflection

The ‘Learning Route’ pilot project underway with support from SUN Movement MPTF Window 1 funding may provide important observations in relation to the best way to foster learning and sharing across SUN countries. The outcomes of this pilot project may be useful in strengthening the MPTF’s approach to supporting a functioning CSA learning network.

### Chapter 5 Summary Remarks

With the approval of SUN Movement MPTF Window II grants in August 2012, the opportunities and momentum for CSAs to contribute to the fight against malnutrition increased substantially. In the first few months of implementation, steady progress has been made. All MPTF funded programmes represent an encouragingly diverse group of actors. CSAs are investing in detailed consensus building and activity planning through a series of meetings that are allowing them to build rapport and cultivate a sense of belonging to and ownership over the CSA. This contributes to a shared vision along with a joint understanding of the national nutrition agenda.

In all countries, key partnerships have now been established with particular government entities, while engagement with media, development partners, researchers and academic institutions is growing. These partnerships have all contributed positively to the increasing visibility of nutrition as a key social and economic development issue for the country. They have also strengthened the role of the civil society sector in advocating for nutrition in the public domain both as a critical observer and as a partner to government.

In summary, the SUN Movement MPTF Window II is adding value to multi-stakeholder efforts to scale up nutrition by:

- Helping CSAs to invest in **strong governance structures** that enhance civil society’s harmonious and effective contribution to national efforts to scale up nutrition
- Providing the resources for **dedicated personnel to coordinate civil society’s efforts** and accelerate progress
- Inspiring a **multi-stakeholder approach to raising awareness and influencing** policy, legal and budgetary frameworks
- Encouraging **strong linkages between CSA advocacy and alignment** behind government priorities, plans and processes
- Supporting CSA participation in **mapping exercises that allow civil society to better align its contributions** behind national priorities and plans to scale up nutrition
- Reinforcing the importance of **working across all political parties as well as with parliamentarians.**
- Building a **strong yet diverse evidence** base to support the SUN Movement MPTF Window II theory of change in relation to civil society’s contribution to transforming nutrition

The global network convened a meeting in June 2013 to agree to next steps for the network. Since then, the global network has played an important role in supporting networks at the national level, stimulating connections with other actors (such as the Tax Justice Network in Zambia), ensuring that national-level platforms take advantage of funding opportunities, have strong national-level advocacy strategies, and are learning from one another. While the network’s priority is country engagement, the network has convened working groups on: the post 2015 development agenda; the production of a network-wide statement on nutrition targets and indicators; a group preparing advocacy in the lead up the Rio Olympics; and a group preparing a Global Day of Action on Nutrition,

<sup>19</sup> This strategy is being developed in collaboration with the SUN Movement Secretariat in order to ensure it aligns with broader efforts across the Movement to establish communities of practice.

which involved actions in 17 countries. The global network has convened messages from the country level and fed them into advocacy on global processes such as Nutrition for Growth and ICN2.

## Chapter 6: Challenges with the operation of the SUN Movement MPTF

This chapter has been prepared by the SUN Movement Secretariat based on a study of all projects' progress reports and its experience in supporting the Management Committee. The sections below aim to highlight the main challenges to and opportunities for improving administration of the SUN Movement MPTF.

### Looking Ahead: Addressing the Challenges

- In the short term, revising the SUN Movement MPTF proposal and reporting templates in order to encourage more explicit analysis of the achievements, learnings and challenges, of each project against the shared theory of change for the SUN Movement MPTF Window II could greatly enhance learning. The level of this type of revision will impact on the space for flexibility and innovation originally envisioned for the SUN Movement MPTF.
- In the longer term, the Window II section of the MPTF log frame will most likely require extensive reflection and revision. A more sophisticated and flexible system that focuses less on outputs and activities and more on social change could greatly enhance steering and learning. This would require the development of a monitoring system that dynamically captures the actual effects of CSAs activities. A range of monitoring concepts – including the Outcome Mapping methodology used in the SUN Movement Monitoring and Evaluation Framework could be considered.
- It would be important to review the MPTF's Terms of Reference and Management Committee TOR and Rules of Procedure in order to ensure greater clarity in relation to the roles and responsibilities of each actor involved in the SUN Movement MPTF. The development of generic guidelines on key management issues (the fund transfer timelines, responsibility for monitoring, etc.) could be very useful.
- The Management Committee may also need to consider the issue of capacity across the Participating UN Organizations and the SUN Civil Society Secretariat. This is a particular concern for the SUN Civil Society Network Secretariat who is mandated to support Civil Society Alliances in *all* SUN countries, not just those receiving MPTF funding.
- With facilitation by the SUN Movement Secretariat, the Management Committee could consider holding an in-depth review with Participating UN Organizations and representatives of Implementing Partners to better appreciate the main actions required to ensure high-quality implementation after SUN MPTF proposals are approved. This could lead to the inclusion of an agreed revised timeline for fund transfer, an agreed fund transfer reporting process and the establishment of tools or guidance that could help expedite fund transfer from Participating UN Organizations to Implementing Partners as part of the SUN Movement MPTF Management Committee Rules of Procedure.
- It could be very helpful to consider a revision of the SUN Movement MPTF templates for proposal submission and reporting. This could involve the inclusion of clear guidance in completing each template and developing answers to the frequently asked questions.
- The Management Committee may wish to examine the costs that Implementing Partners and Partner UN Organizations.

## Challenge 1: The use of the SUN Movement MPTF Log Frame as a basis for learning and sharing

The SUN Movement MPTF log frame was established as the central mechanism for assessing the quality and contribution of projects to the overall aims of the Movement. In particular, the ‘key areas of change’ set forth for Window II articulate a virtuous circle of change and synergy that should enhance and align civil society contributions to national level efforts to scale up nutrition.

Each applicant to Window II resources is asked to use the SUN Movement MPTF log frame *as guidance in* preparing their proposals. As a result, all of SUN Movement MPTF Window II projects broadly align with these key areas of change. Grantees are not, however, required to adopt or report back<sup>[1]</sup> on the outcomes and indicators of the Window II section of the log frame (see Annex 3). In addition, Implementing Partners may be obliged to further revise their individual log frames (including indicators) based on the requirements of their respective Participating UN organizations.

This light-touch approach was intended to create space for flexibility and innovation, allowing each CSA to fully augment its approaches to the intricate structures, processes and politics being built to scale up nutrition in their country. As will be demonstrated in the following sections, each civil society alliance must navigate unique and complex national, subnational and local contexts in order to achieve its objectives. As a result, the signs of their progress manifest in ways that often do not correlate directly and exclusively to the indicators of the log frame.

Nevertheless, patterns are emerging from the pathways that CSAs pursue to achieve change across the original nine CSAs. These patterns reinforce the overall theory of change put forth in the ‘Key Areas of Change’ articulated in the Window II section of the SUN Movement MPTF log frame. An articulation of this theory of change can be found in Annex 3.

### Addressing the Challenge

In the short term, revising the SUN Movement MPTF proposal and reporting templates in order to encourage more explicit analysis of the achievements, learnings and challenges, of each project against the shared theory of change for the SUN Movement MPTF Window II could greatly enhance learning. The level of this type of revision will impact on the space for flexibility and innovation originally envisioned for the SUN Movement MPTF. For example, an approach which requested an analysis at the ‘theory of change’ (outcome) level may be less restrictive than one that required each grantee to report back to a rigid set of indicators and means of verification. The capacity of Implementing Partners and Participating UN Organizations to accommodate these types of revisions must be carefully considered.

In the longer term, the Window II section of the MPTF log frame will most likely require extensive reflection and revision. A significant number of the indicators appear to have lost their relevance and it is likely that this will become more challenging to track over time, given that the CSAs (the multi-faceted environment of the SUN Movement in which they operate) are not just projects with relatively predictable outputs and outcomes, but are large and complex networks. A more sophisticated and flexible system that focuses less on outputs and activities and more on social change could greatly enhance steering and learning. This would require the development of a monitoring system that captures the actual effects of CSAs activities rather than those predicted. A range of monitoring concepts – including the Outcome Mapping methodology used in the SUN Movement Monitoring and Evaluation Framework could be considered.<sup>20</sup>

## Challenge 2: The roles of the Participating UN Organizations, Civil Society Network Secretariat, SUN Movement Secretariat and Implementing Partners

The SUN Movement MPTF Terms of Reference and SUN Movement MPTF Management Committee Terms of Reference and Rules of Procedure define the roles of the Management Committee, Participating UN Organizations, and the SUN Movement Secretariat. However, it does not provide explicit guidance in relation to the roles and responsibilities of the Participating UN Organization vis-à-vis the Implementing Partners or the SUN Civil Society Network Secretariat.

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<sup>[1]</sup> See annual and quarterly report templates in annexes 4 and 6 of the SUN Movement MPTF Terms of Reference and Rules of Procedure.

<sup>20</sup> See for instance Wilson-Grau, Ricardo. N.d. *Evaluating the Effects of International Advocacy Networks*; W. K. Kellogg Foundation 2007(a). *An Overview: Designing Initiative Evaluation, A Systems-Oriented Framework for Evaluating Social Change Efforts*.

## *Participating UN Organizations*

The functions of Participating UN Organizations are explained in the SUN MPTF TOR and in the standard Memorandum of Understanding (MoU) between the Participating UN Organizations and the Administrative Agent. The language in the [generic pass-through modality MoU](#) implies that Participating UN Organizations assume programmatic and financial accountability for funds disbursed to them. Without fully understanding the internal rules and regulations of each Participating UN Organization, it could be difficult for the Technical Secretariat and the Management Committee to interpret the degree of responsibility the Participating UN Organization is assuming over the implementation of projects (fund disbursement to partner entities, and monitoring and evaluation of the entire project).

It is reasonable to expect that the internal terms and regulations for Implementing Partner management within each Participating UN Organization will vary. Subsequently, it would be important for the Management Committee and Technical Secretariat to understand the key aspects of the contractual agreement management of each Participating UN Organization in order to better appreciate the implications these have on the implementation/oversight of SUN MPTF funded projects .

## *SUN Civil Society Network Secretariat*

The SUN Civil Society Network Secretariat, which is fully funded by the SUN Movement MPTF, was not formally established until after SUN Movement MPTF grants were approved. In 2013 a full time coordinator was recruited and the second grant approved to support the SUN Civil Society Network Secretariat in November 2013 provides funding for the recruitment of a second staff member. As such, consideration of the role that the SUN Civil Society Network Secretariat is playing as the main point of contact and support with the majority of SUN Movement MPTF grants was perhaps not given adequate attention in the initial set up of the mechanism. The Management Committee may wish to consider the types of activities that the SUN Civil Society Network Secretariat is undertaking to better understand how synergies can be maximized.

At the formation of the SUN Movement MPTF, it was agreed that the SUN Movement Secretariat would function as the Technical Secretariat for the mechanism. This has helped to ensure that the SUN Movement MPTF funded projects align as harmoniously as possible with the wider aims and objectives of the SUN Movement. However, as the number of projects has increased significantly since 2012, the capacity within the SUN Movement Secretariat (currently one person with 70% of their time devoted to SUN Movement MPTF) to fulfill the responsibilities as set out in the SUN Movement MPTF Management Committee Terms of Reference and Rules of Procedure is overstretched.

## Addressing the Challenge

It would be important to review the MPTF's Terms of Reference and Management Committee TOR and Rules of Procedure in order to ensure greater clarity in relation to the roles and responsibilities of each actor involved in the SUN Movement MPTF. The development of generic guidelines on key management issues (the fund transfer timelines, responsibility for monitoring, etc) could be very useful.

The Management Committee may also need to consider the issue of capacity across the Participating UN Organizations and the SUN Civil Society Secretariat. This is a particular concern for the SUN Civil Society Network Secretariat who is mandated to support Civil Society Alliances in **all** SUN countries, not just those receiving MPTF funding.

## Challenge 3: Expectations for timely transfer of funding

At its meeting in December 2012, the Management Committee agreed that Participating UN Organizations should make the first annual transfer to CSAs within two weeks from the receipt of funds from the MPTF Office. If major delays were expected (e.g. due to closure of the fiscal year, key staff absences, major vacation breaks), the timelines were to be communicated to CSAs.

As of December 2013, 24 proposals have been processed by the SUN Movement Secretariat and the MPTF Office, shedding light on actions required to ensure that all projects can be implemented in a way that ensures maximum efficiency and accountability. For the very first set of approved projects, the Participating UN Organizations need to establish their own internal mechanisms to accommodate the SUN Movement MPTF. This is time consuming but could be seen as 'start-up' cost that is incurred only once.

An intense amount of work is carried out by the Participating UN Organization and the Implementing Partners in refining the project documents after funding has been transferred from the MPTF Office to the Participating UN Organization. This type of work may involve tightening the indicators, clarifying reporting and fund transfer dates as well as other key elements required for timely

implementation. In an ideal situation, this refinement would take place before proposals are submitted to the SUN Movement Technical Secretariat. However, it may be difficult for the Participating UN Organizations and Implementing Partners to invest this time without any guarantee of funding, as only 12 country projects out of 83 were approved for funding during the October 2013 call for proposals.

Challenges that have been appeared to contribute to delays in transferring funding have included a lack of clarity of the expected roles and responsibilities of Participating UN Organizations and Implementing Partners, confusion over entitlement to indirect cost recovery and variations in the internal terms and requirements of Participating UN Organizations.

Addressing the Challenge

With facilitation by the SUN Movement Secretariat, the Management Committee could consider holding an in-depth review with Participating UN Organizations and representatives of Implementing Partners to better appreciate the main actions required to ensure high-quality implementation after SUN MPTF proposals are approved. This could lead to the inclusion of an agreed revised timeline for fund transfer, an agreed fund transfer reporting process and the establishment of tools or guidance that could help expedite fund transfer from Participating UN Organizations to Implementing Partners as part of the SUN Movement MPTF Management Committee Rules of Procedure.

While outside the scope of the timeframe for this report, in March 2014, the Chair of the Management Committee agreed for the SUN Movement Secretariat to initiate a process – working closely with the Participating UN Organizations - to review and update the Management Committee on the status of Window II fund transfers to Implementing Partners. This step may help the Management Committee to better understand the significant steps that must take place after funds are transferred to the Participating UN Organizations and work with the Participating UN Organizations to adjust timeframes appropriately.

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

The SUN Movement MPTF Management Committee Terms of Reference and Rules of Procedure includes several templates including a programme document template (for use in applying for funds), a submission form and assessment fiche (to be used by the SUN Movement Secretariat in reviewing proposals and providing recommendations on funding decisions to Management Committee), an annual narrative progress report template, a submission form for programme and budget revision, and a submission form for extension of programme duration as well as a quarterly progress update template.

Addressing the Challenge

It could be very helpful to consider a revision of the SUN Movement MPTF templates for proposal submission and reporting. This could involve the inclusion of clear guidance in completing each template and developing answers to the frequently asked questions. This would aid grantees in providing more precise and analytical information, greatly reducing the time required to review, process and finalize proposals and reports.

#### Challenge 5: Current arrangements for cost recovery of Implementing Partners and Participating UN Organizations

Experience to date suggests that the current arrangements do not permit full cost recovery and this may hamper efficiency of operations. For example, throughout the finalization process of the initial 9 projects approved in late 2012 and the additional 12 approved in 2013, delays in fund transfer have occurred where issues have arisen in relation to the ability of Implementing Partners to recover indirect costs that they incur in carrying out the activities of their SUN Movement MPTF projects. At present, the (MoU) between the Participating UN Organizations and the Administrative Agent of the Fund allows only for indirect cost recovery in the amount of seven percent by the Participating UN Organization. Funds approved for projects by Implementing Partners are assumed to be grants, consisting of direct costs.

Addressing the Challenge

The Management Committee may wish to examine the costs that Implementing Partners and Partner UN Organizations incur.

## Chapter 7: Summary

Despite just a few months of implementation, the SUN Movement MPTF is demonstrating the power of catalytic financing for key initiatives across SUN Countries. As of December 2013, the Management Committee has agreed to utilize Window I to support a pilot project led by the PROCASUR Corporation to improve sharing and learning initiatives between national SUN multi-stakeholder platforms. Window II funding will reach civil society actors in 20 countries across Africa, Asian and Latin America. Support has also been granted to the Civil Society Network's Secretariat through Window II funding. Window III of the SUN Movement MPTF has been used to support the development of the SUN Movement M&E Framework.

Funding from Window I allowed the SUN Movement Secretariat to respond quickly and effectively to requests from across the Movement to enhance countries' capacity to learn and share from one another. While the outcomes of the pilot learning programme of Window I will not be assessed until 2014, the pilot program has demonstrated the collective commitment of the SUN Movement MPTF Management Committee to respond to country-led efforts to transform nutrition.

The contribution of Window III funding to the development of a monitoring and evaluation framework and baseline that allows the constituent parts of the SUN Movement to be accountable to each other and to mothers and children at risk of under-nutrition cannot be underestimated.

The SUN Movement MPTF Window II is adding value to multi-stakeholder efforts to scale up nutrition by:

- Helping CSAs to invest in **strong governance structures** that enhance civil society's harmonious and effective contribution to national efforts to scale up nutrition
- Providing the resources for **dedicated personnel to coordinate civil society's efforts** and accelerate progress
- Inspiring a **multi-stakeholder approach to raising awareness and influencing** policy, legal and budgetary frameworks
- Encouraging **strong linkages between CSA advocacy and alignment** behind government priorities, plans and processes
- Supporting CSA participation in **mapping exercises that allow civil society to better align its contributions** behind national priorities and plans to scale up nutrition
- Reinforcing the importance of **working across all political parties as well as with parliamentarians**
- Building a **strong yet diverse evidence** base to support the SUN Movement MPTF Window II theory of change in relation to civil society's contribution to transforming nutrition

With only a few months of implementation complete, these results are promising. A revision of the fund's log frame may allow the SUN Movement MPTF to further enhance its ability to capture learning and inspire best practice across the Movement – thereby fully capitalizing on the full potential of this catalytic funding mechanism.

Recommendations from the SUN Movement Secretariat may help to streamline the administration of the fund. These improvements could prove critical as the number of projects within the fund has dramatically increased since its inception in 2012.

# Annex 1: Funding Transfer of 2012 SUN Movement MPTF Management Committee Allocations

## WFP

In December 2012 the MPTF Management Committee agreed to provide support to Bangladesh, Ghana, Malawi, Mali, Mozambique, Nepal and Niger with WFP acting as the Participating UN Organization. WFP received its first funding allocation for these projects between December 2012 and February 2013.

Between December 2012 and mid-March 2013, WFP worked in coordination with the SUN Movement Secretariat and the MPTF Office to establish an internal system that would ensure that SUN Movement MPTF specifications were incorporated within the existing WFP Trust Fund processes. This included:

- The establishment of a centrally managed SUN Movement MPTF Trust Fund at WFP Head Office
- Agreement on the distribution of responsibilities between UN REACH and WFP (4 out of 7 SUN MPTF projects are REACH countries)
- Clarification of reporting requirements with the SUN Movement Secretariat and the MPTF Office (late February 2013/March 2014), taking into consideration that the SUN MPTF reporting requirements go beyond MPTF standard reporting requirements
- The establishment of internal structures for appropriate funds disbursement, which included the **creation of Field Level Agreement (SUN MPTF FLA), which acts as the** contractual vehicle for WFP country office and the lead NGO's agreement (March 2014)

By mid-April 2013, all seven countries had entered into a SUN MPTF FLA allowing fund disbursement to Implementing Partners.

6 SUN MPTF projects received their 1<sup>st</sup> annual funding tranche disbursement between late March and late April 2013 (with exception of Nepal, for which funds were transferred to WFP in July 2013 and disbursed in August 2013).

## UNOPS

In December 2012, the MPTF Management Committee agreed to provide support to the Global Civil Society Network with UNOPS acting as the Participating UN Organization.

After several rounds of input and revision between the Implementing Partners (Save the Children UK), the SUN Movement Secretariat and UNOPS, the proposal was finalized and shared with the MPTF Office. Funds were transferred to UNOPS on 26 June 2013 by the MPTF Office. Receipt of the signed grant and supporting paperwork was received from the Implementing Partners on 30 July 2013 and the first payment to the Implementing Partners made on 8 August 2013.

## WHO

In August 2012 the Management Committee agreed to provide support to Guatemala and Uganda with WHO acting as the Participating UN Organization. Fund transfer in WHO is particularly complex due to the decentralized nature of the organization.

### Guatemala

WHO/PAHO Guatemala started negotiating with Save the Children on available mechanisms for transferring funds from the SUN Movement MPTF. After a series of meetings and communications both parties agreed that the most useful mechanism would be the signing of a Letter of Agreement (LOA). With support from WHO/PAHO Guatemala, Save the Children prepared all the required documentation to become eligible for a LOA with WHO/PAHO and completed it while the funds were being allocated to WHO/PAHO Guatemala. Approval of the LOA also required a special authorization for the WHO/PAHO Representative in Guatemala because the amount of funding to be transferred to Save the Children was above her delegation of authority.

Funds were received by WHO/PAHO Guatemala on 5 August 2013, and the LOA was approved on 15 August. Funding was transfer to Save the Children on 1 September 2013.

### Uganda

UCCO-SUN appointed World Vision Uganda as the managing agent of the UCCO-SUN project funds, as UCCO-SUN is not registered as a legal entity in Uganda. Hence, World Vision Uganda receives funds from WHO Uganda and manages it on behalf of the UCCO-SUN.

The process of releasing funds from WHO Uganda to World Vision Uganda has involved several technical, administrative and financial steps including:

- Endorsement of the approved project document by the country WCO and World Vision on 2 November 2012
- Signature of the Letter of agreement on 29 September 2013
- WR's approval of the request to disburse the first instalment of the grant to World Vision Uganda for Uganda Civil Society Coalition on Scaling-Up Nutrition (UCCO-SUN) Project on 10 October 2013
- Countersigned agreement and Purchase Order for payment on 16 December 2013.

## Annex 2: SUN Movement MPTF Log Frame and Window II Theory of Change

IMPACT		The nutritional status of women and their children in SUN countries is enhanced, expanded and sustained	
GOAL: Sustained public, political and financial commitment and action to effectively tackle under-nutrition in SUN countries		Indicators: (i) political environment, with strong in-country leadership, and a shared space for multiple stakeholders enables the alignment of activities and fosters joint responsibility for scaling-up nutrition; (ii) Experiences from scaling-up proven nutrition interventions, including the adoption of effective laws and policies, are shared across the SUN Movement; (iii) high quality and well-costed country plans, with an agreed results framework and mutual accountability, are developed and cover all nutrition-insecure populations with nutrition specific interventions and with nutrition-sensitive approaches and (iv) Increased financial resources, directed towards coherent, aligned approaches are committed.	
	Key areas of change	Outcomes	Outputs
MPTF WINDOW 1	Government increases commitment to SUN	A. Govt increases commitments in all areas identified by SUN strategy	A.1 Taking stock: nutrition recognized as an all-of-society priority, identifying current needs and capacities, and high-level commitment confirmed with Government launch of SUN in country A.2 Preparing for scaling-up in line with SUN principles: in-country stakeholder platforms established and strategies developed including budgeted plans for scaling-up effective actions, national capacity for implementation and monitoring strengthened A.3 Scaling-Up rapidly to deliver results: Operating programmes and interventions took at scale and government reported on progress and relative level of support and alignment with significant mobilization of internal and external investment across relevant sectors to ensure delivery
	Coordinated Civil Society Alliances in SUN countries (CSAs)	B1. CSAs in SUN countries are effective, inclusive, integrate nutrition actions into their programmes and contribute to the national priorities on nutrition	B 1.1 CSA coordinating mechanisms in place with links to existing CSO networks, platforms and other national mechanisms to avoid duplication B 1.2 Communication between national CSAs and the global Civil Society Networks in place B 1.3 CSA prioritize scaling-up nutrition work in line with national processes B 1.4 The Global CSO network tracks how the CSAs are progressing and supports individual CSAs as they become established and assists with any challenges or conflicts at country level
MPTF WINDOW 2	In-country CSAs advocate effectively	B2 CSAs contribute to public awareness and national consensus about the problem and solutions	B 2.1 CSAs contribute to the common multi-stakeholder narrative on nutrition B 2.2 CSAs advance this narrative through advocacy campaigns, press coverage and raising SUN public awareness B2.3 The Global CSO network supports individual CSAs with establishing advocacy strategies and assessing their effectiveness
	In country CSAs participate in national platforms for SUN	B3. CSAs contribute to policy, legal and budgetary frameworks that address the needs of the poorest and most vulnerable	B 3.1 CSAs engage in the development and formulation of Government commitments and help ensure the voice of local communities are taken into account in national and global financial, legal, programmatic and political commitment on Scaling-Up Nutrition B 3.2 CSAs produced the evidence for what works to improve nutrition outcomes, including best practice on relevant links between nutrition and gender, employment, agriculture, food, etc. based on SUN experiences B 3.3 The Global CSO network assists individual CSAs to make optimal contributions to national platforms

IMPACT		The nutritional status of women and their children in SUN countries is enhanced, expanded and sustained	
GOAL: Sustained public, political and financial commitment and action to effectively tackle under-nutrition in SUN countries		Indicators: (i) political environment, with strong in-country leadership, and a shared space for multiple stakeholders enables the alignment of activities and fosters joint responsibility for scaling-up nutrition; (ii) Experiences from scaling-up proven nutrition interventions, including the adoption of effective laws and policies, are shared across the SUN Movement; (iii) high quality and well-costed country plans, with an agreed results framework and mutual accountability, are developed and cover all nutrition-insecure populations with nutrition specific interventions and with nutrition-sensitive approaches and (iv) Increased financial resources, directed towards coherent, aligned approaches are committed.	
	Key areas of change	Outcomes	Outputs
MPTF WINDOW 1	Government increases commitment to SUN	A. Govt increases commitments in all areas identified by SUN strategy	A.1 Taking stock: nutrition recognized as an all-of-society priority, identifying current needs and capacities, and high-level commitment confirmed with Government launch of SUN in country A.2 Preparing for scaling-up in line with SUN principles: in-country stakeholder platforms established and strategies developed including budgeted plans for scaling-up effective actions, national capacity for implementation and monitoring strengthened A.3 Scaling-Up rapidly to deliver results: Operating programmes and interventions took at scale and government reported on progress and relative level of support and alignment with significant mobilization of internal and external investment across relevant sectors to ensure delivery
	CSAs contribute to better accountability in SUN countries	B4. CSA's strengthen in-country accountability for progress in tackling under-nutrition	B 4.1 CSAs agree on the data needed to track progress and its source and where necessary initiate tracking processes. B 4.2 CSAs assist national authorities and their in-country SUN platforms to track progress transparently and use results to help policy makers within the platforms to encourage more effective programming B 4.3 Global CS network monitors the contribution of CSAs to accountability and advises on optimal ways to do this
	The collective of CSAs are a functioning learning network	B.5 CSA's networks enhance learning between organizations and between countries and maximize the effectiveness of their efforts	B.5.1 CSAs put in place mechanisms promoting mutual learning from best practices on advocacy and engagement to generate sustained commitment to SUN. B 5.2 Global CSO network effectively supports national CSAs, sharing lessons, tools, providing advocacy advice B 5.3 CSAs develop strategic plans and locate finance for longer-term sustainability B 5..4 CSAs produce reports on achievements and contributions to national priorities and SUN movement
MPTF WINDOW 3	Evidence based Impact of SUN Movement	C. SUN Movement and its Strategy are assessed as effective to achieve impact	C.1 Production/validation and subsequent tracking of baseline(s) C.2 Independent external evaluation produced

**WINDOW 1: SUN Countries catalyse their commitments to SUN**

Outcomes and Outputs	Indicators	Means of Verification	Reporting Period	
<p>A. Govt increases commitments in all areas identified by SUN strategy</p>	<p>A.1 Taking stock: nutrition recognized as an all-of-society priority, identifying current needs and capacities, and high-level commitment confirmed with Government launch of SUN in country                      A.2 Preparing for scaling-up in line with SUN principles: in-country stakeholder platforms established and strategies developed including budgeted plans for scaling-up effective actions, national capacity for implementation and monitoring strengthened                      A.3 Scaling-Up rapidly to deliver results: Operating programmes and interventions took at scale and government reported on progress and relative level of support and alignment</p>	<ul style="list-style-type: none"> <li>○ SUN launched with Government Focal Point identified</li> <li>○ Multi-sector/stakeholder platforms functioning and effective</li> <li>○ Coherent policy and legal framework in place and well-performing</li> <li>○ Common Results Framework (CRF) agreed to align nutrition specific and relevant sectoral programmes</li> <li>○ Financial resources aligned and mobilized behind a set of agreed priorities in the CRF</li> </ul>	<ul style="list-style-type: none"> <li>– Commitment letter</li> <li>– Focal Points notes and progress reports</li> <li>– SUN website and media</li> <li>– National progress reports</li> </ul>	<p>Yearly</p>

	with significant mobilization of internal and external investment across relevant sectors to ensure delivery			
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WINDOW 2: Civil Society Organizations actively contribute to the goals of the SUN Movement				
Outcomes and Outputs		Indicators	Means of Verification	Reporting Period
B1. CSAs in SUN countries are effective, inclusive, integrate nutrition actions into their programmes and contribute to the national priorities on nutrition	<p>B 1.1 CSA coordinating mechanisms in place with links to existing CSO networks, platforms and other national mechanisms to avoid duplication</p> <p>B 1.3 Communication between national CSAs and the global Civil Society Networks in place</p> <p>B 1.3 CSA prioritize scaling-up nutrition work in line with national processes</p> <p>B 1.4 The Global CSO network tracks how the CSAs are progressing and supports individual CSAs as they become established and assists with any challenges or conflicts at country level</p>	<ul style="list-style-type: none"> <li>○ CSA governance structure (executive) composed with ensured gender- and expertise balance and with secretariat</li> <li>○ Joint statements on nutrition from CSOs in country with focus on women and children</li> <li>○ Regular communications across network (whether meetings, calls, email newsletters or other modes) with participation of national CSA in events of global CSO fora and cross-fertilization of CS narratives (global-national-global)</li> <li>○ CSA consultations with SUN Government Focal Point and donor Convener</li> </ul>	<ul style="list-style-type: none"> <li>-Alliance Reports</li> <li>-Joint statements</li> <li>-Updated membership criteria and list indicating sectors CSOs are linked to</li> <li>-SUN Web-site</li> </ul>	6 months
B2 CSAs contribute to public awareness and national consensus about the problem and solutions	<p>B 2.1 CSAs contribute to the common multi-stakeholder narrative on nutrition</p> <p>B 2.2 CSAs advance this narrative through advocacy campaigns, press coverage and raising SUN public awareness</p> <p>B2.3 The Global CSO network supports individual CSAs with establishing advocacy strategies and assessing their effectiveness</p>	<ul style="list-style-type: none"> <li>○ CSO participation in multi stakeholder dialogues, in public hearings, advocacy and awareness raising campaigns/petitions at national regional and global levels</li> <li>○ CSAs proposals and/or policy-research papers for strengthening existing legal and policy frameworks</li> <li>○ Messages/ media statements –including all parties politicians- reflect critical issues brought up by the CSAs to demonstrate ‘consensus’</li> </ul>	<ul style="list-style-type: none"> <li>-Meeting documents</li> <li>-Country reports</li> <li>-Press releases</li> <li>-Reports from public hearings</li> <li>-Tv, radio broadcasts and media extracts</li> </ul>	6months

<p>B3. CSAs contribute to policy, legal and budgetary frameworks that address the needs of the poorest and most vulnerable</p>	<p>B 3.1 CSAs engage in the development and formulation of Government commitments and help ensure the voice of local communities are taken into account in national and global financial, legal, programmatic and political commitment on Scaling-Up Nutrition  B 3.2 CSAs produce the evidence for what works to improve nutrition outcomes, including best practice on relevant links between nutrition and gender, employment, agriculture, food, etc. based on SUN experiences  B 3.3 The Global CSO network assists individual CSAs to make optimal contributions to national platforms</p>	<ul style="list-style-type: none"> <li>○ Consultations with local communities and authorities; public hearings with parliamentarians;</li> <li>○ Statements/speeches by political bodies/nutrition champions reflecting critical issues advocated by CSAs</li> <li>○ Documented changes in policies, strategies and plans related to CSO advocacy campaigns CSOs policy research papers</li> <li>○ Best practices documentation</li> </ul>	<p>-Country progress reports  - Public statements and press releases ,  -National laws/ acts and programmes  -Research papers  -Case studies</p>	<p>6months</p>
<p>B4. CSA’s strengthen in-country accountability for progress in tackling under-nutrition</p>	<p>B 4.1 CSAs agree on the data needed to track progress and its source and where necessary initiate tracking processes.  B 4.2 CSAs assist national authorities and their in-country SUN platforms to track progress transparently and use results to help policy makers within the platforms to encourage more effective programming  B 4.3 Global CS network monitors the contribution of CSAs to accountability and advises on optimal ways to do this</p>	<ul style="list-style-type: none"> <li>○ CSAs reviews of government plans and financial commitments on nutrition</li> <li>○ CSOs participation in social auditing (or similar activities) to help governments monitor the commitment and spending on nutrition</li> <li>○ CSO analysis is shared with wider public and informs advocacy –including global.</li> </ul>	<p>-Social audit plans/shadow reports  -Reports/ analysis on policy, budgets, frameworks  -Research papers</p>	<p>6months</p>

<p>B.5 CSA's networks enhance learning between organizations and between countries and maximize the effectiveness of their efforts</p>	<p>B.5.1 CSAs put in place mechanisms promoting mutual learning from best practices on advocacy and engagement to generate sustained commitment to SUN.  B 5.2 Global CSO network effectively supports national CSAs, sharing lessons, tools, providing advocacy advice  B 5.3 CSAs develop strategic plans and locate finance for longer-term sustainability  B 5.4 CSAs produce reports on achievements and contributions to national priorities and SUN movement</p>	<ul style="list-style-type: none"> <li>○ CSAs information channels to share experiences with other CSAs as well as with universities, research institutes and professional associations for evidence-based advocacy</li> <li>○ Peer-to-peer learning and advocacy tools developed</li> <li>○ Best practice shared across Global CSO network</li> <li>○ CSAs reports on future plans including financing strategies to ensure diverse funding base</li> </ul>	<p>-SUN website  - Workshops minutes  -CS Strategic plans &amp; comms strategies  - CS network communications &amp; advocacy tools  -Proposals for CSAs continuation</p>	<p>6months</p>
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<b>WINDOW 3: The SUN Movement's Strategic Aims are supported</b>				
<b>Outcomes and Outputs</b>		<b>Indicators</b>	<b>Means of Verification</b>	<b>Reporting Period</b>
<p>C. SUN Movement and its Strategy are assessed as effective to achieve impact</p>	<p>C.1 Production/validation and subsequent tracking of baseline(s)  C.2 Independent external evaluation produced</p>	<p>Baseline  Independent external evaluation</p>	<p>– SUN Movement Evaluation Report</p>	<p>At the end of 3 years</p>

**SUN Movement MPTF Window II ‘Theory Of Change’**

	Key areas of change	Outputs	Rationale
<b>MPTF WINDOW 2</b>	Coordinated Civil Society Alliances in SUN countries (CSAs)	B1. CSAs in SUN countries are effective, inclusive, integrate nutrition actions into their programmes and contribute to the national priorities on nutrition	This is the foundational element to the SUN Movement Window II theory of change. In order to have the most impact, civil society needs to harmonize its own priorities and actions. By coming together to understand and coordinate the contributions made by a diverse range of actors across civil society, strong alliances that can respond to the full spectrum of complexity that nutrition presents can be formed.
	In-country CSAs advocate effectively	B2 CSAs contribute to public awareness and national consensus about the problem and solutions	It is difficult to create lasting positive change if nutrition is misunderstood or, even worse, invisible in public, political and economic debates. Ensuring that a broad base of support is in place can help build the impetus needed to usher in changes in policy and legislation, increases in investment, changes to programming and improved uptake of nutrition services. Once there is cross-societal awareness of the importance of nutrition and the role individuals can play, transformations for nutrition can occur.
	In country CSAs participate in national platforms for SUN	B3. CSAs contribute to policy, legal and budgetary frameworks that address the needs of the poorest and most vulnerable	Civil society can play a crucial role in policy, legal and budgetary processes by sharing their expertise in delivering nutrition interventions and their experience of working directly in affected communities. They can provide evidence of best practice, tell the story of nutrition through the eyes of the families they serve and provide insight to service delivery challenges that may be overlooked at central levels of decision making. By contributing to national nutrition platforms and aligning their own capacity and resources behind a shared set of results, civil society can ensure that their actions and learnings feed into a sustainable, nationally owned ambition to scale up nutrition.
	CSAs contribute to better accountability in SUN countries	B4. CSA’s strengthen in-country accountability for progress in tackling under-nutrition	Civil society is often regarded as the ‘watchdogs’ of socio-economic justice, acting as independent advisors of progress and accountability of leaders to their duties, responsibilities and promises. Forging relationships across political parties, parliaments and stakeholder groups allows civil society to contribute to the establishment of long term, shared goals around nutrition for which leaders are judged. At the same time, civil society also must demonstrate the ways in which they are holding themselves accountable for their own commitments. Supporting efforts to collect, analyze and ensure that information is available and accessible to all is a key contribution for civil society.
	The collective of CSAs are a functioning learning	B.5 CSA’s networks enhance learning between organizations and between	This is the reinforcing and consolidating element of the SUN Movement Window II Theory of Change. In order to sustain the alliance and its progress, capacity must be strengthening and learning shared widely and

	network	countries and maximize the effectiveness of their efforts	comprehensively. By fostering an open and accessible dialogue within and across CSAs, exponential gains in capacity, expertise and sustainability for scaling up nutrition can be achieved. Further, strong communication channels and sound methods to capture learning will allow CSAs outside of the SUN Movement MPTF portfolio to leverage lessons and best practices.
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**Consolidated Annual Financial  
Report of the Administrative Agent  
of  
the Scaling-Up Nutrition (SUN) Movement  
Multi-Partner Trust Fund  
for the period 1 January to 31 December 2013**

**Multi-Partner Trust Fund Office  
Bureau of Management  
United Nations Development Programme  
GATEWAY: <http://mptf.undp.org>**

## PARTICIPATING ORGANIZATIONS

 UN Office for Project Services

 World Food Programme

 World Health Organization

 United Nations Children's Fund

## CONTRIBUTORS

 DEPARTMENT FOR INTERNATIONAL DEVELOPMENT (DFID)

 IRISH AID

 SWISS AGENCY FOR DEVELOPMENT & COOPERATION

## DEFINITIONS

### Allocation

Amount approved by the Management Committee for a project or programme.

### Approved Project/Programme

A project or programme including a budget, that is approved by the Management Committee for fund allocation purposes.

### Contributor Commitment

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

### Contributor Deposit

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

### Delivery Rate

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

### Indirect Support Costs

A general cost that cannot be directly related to any particular programme or activity of the Participating Organizations. UNDG policy establishes a fixed indirect cost rate of 7% of programmable costs.

### Net Funded Amount

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

### Participating Organization

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

### Project Expenditure

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

### Project Financial Closure

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

### Project Operational Closure

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

### Project Start Date

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

### Total Approved Budget

This represents the cumulative amount of allocations approved by the Management Committee.

## 2013 FINANCIAL PERFORMANCE

This chapter presents financial data and analysis of the SUN Movement Fund using the pass-through funding modality as of 31 December 2013. Financial information for this Fund is also available on the MPTF Office GATEWAY, at the following address: <http://mptf.undp.org/factsheet/fund/SUN00>.

### 1. SOURCES AND USES OF FUNDS

As of 31 December 2013, three contributors have deposited **US\$ 9,870,287** in contributions and **US\$ 27,862** has been earned in interest, bringing the

cumulative source of funds to **US\$ 9,898,149** (see respectively, Tables 2 and 3).

Of this amount, **US\$ 4,917,800** has been transferred to three Participating Organizations, of which **US\$ 1,636,039** has been reported as expenditure. The Administrative Agent fee has been charged at the approved rate of 1% on deposits and amounts to **US\$ 98,703**. Table 1 provides an overview of the overall sources, uses, and balance of the SUN Movement Fund as of 31 December 2013.

**Table 1. Financial Overview, as of 31 December 2013 (in US Dollars)\***

	Annual 2012	Annual 2013	Cumulative
<b>Sources of Funds</b>			
Gross Contributions	4,710,309	5,159,979	9,870,287
Fund Earned Interest and Investment Income	17,922	9,941	27,862
Interest Income received from Participating Organizations	-	-	-
Refunds by Administrative Agent to Contributors	-	-	-
Fund balance transferred to another MDTF	-	-	-
Other Revenues	-	-	-
<b>Total: Sources of Funds</b>	<b>4,728,230</b>	<b>5,169,919</b>	<b>9,898,149</b>
<b>Uses of Funds</b>			
Transfers to Participating Organizations	2,140,000	2,777,800	4,917,800
Refunds received from Participating Organizations	-	-	-
<b>Net Funded Amount to Participating Organizations</b>	<b>2,140,000</b>	<b>2,777,800</b>	<b>4,917,800</b>
Administrative Agent Fees	47,103	51,600	98,703
Direct Costs: (Management Committee, Secretariat...etc.)	-	-	-
Bank Charges	122	232	353
Other Expenditures	-	-	-
<b>Total: Uses of Funds</b>	<b>2,187,225</b>	<b>2,829,632</b>	<b>5,016,856</b>
<b>Change in Fund cash balance with Administrative Agent</b>	<b>2,541,006</b>	<b>2,340,287</b>	<b>4,881,293</b>

Opening Fund balance (1 January)	-	2,541,006	-
<b>Closing Fund balance (31 December)</b>	<b>2,541,006</b>	<b>4,881,293</b>	<b>4,881,293</b>
Net Funded Amount to Participating Organizations	2,140,000	2,777,800	4,917,800
Participating Organizations' Expenditure	-	1,636,039	1,636,039
<b>Balance of Funds with Participating Organizations</b>			<b>3,281,761</b>

\* Due to rounding of numbers, totals may not add up. This applies to all numbers in this report.

## 2. PARTNER CONTRIBUTIONS

Table 2 provides information on cumulative contributions received from all contributors to this Fund as of 31 December **2013**.

**Table 2. Contributors' Deposits, as of 31 December 2013 (in US Dollars)\***

Contributors	Prior Years as of 31-Dec-2012	Current Year Jan-Dec-2013	Total
DEPARTMENT FOR INT'L DEVELOPMENT (DFID)	2,079,335	3,563,385	5,642,720
IRISH AID	429,485	-	429,485
SWISS AGY FOR DEVELOPMENT & COOPERATION (SDC)	2,201,489	1,596,594	3,798,083
<b>Grand Total</b>	<b>4,710,309</b>	<b>5,159,979</b>	<b>9,870,287</b>

### 3. INTEREST EARNED

Interest income is earned in two ways: 1) on the balance of funds held by the Administrative Agent ('Fund earned interest'), and 2) on the balance of funds held by the Participating Organizations ('Agency earned interest') where their Financial

Regulations and Rules allow return of interest to the AA. As of 31 December 2013, Fund earned interest amounts to **US\$ 27,862** while interest received from Participating Organizations amounts to **US\$ 0**. Details are provided in the table below.

**Table 3. Sources of Interest and Investment Income, as of 31 December 2013 (in US Dollars)\***

Interest Earned	Prior Years as of 31-Dec-2012	Current Year Jan-Dec-2013	Total
<b>Administrative Agent</b>			
Fund Earned Interest and Investment Income	17,922	9,941	27,862
<b>Total: Fund Earned Interest</b>	<b>17,922</b>	<b>9,941</b>	<b>27,862</b>
<b>Participating Organization</b>			
<b>Total: Agency earned interest</b>	-	-	-
<b>Grand Total</b>	<b>17,922</b>	<b>9,941</b>	<b>27,862</b>

#### 4. TRANSFER OF FUNDS

Allocations to Participating Organizations are approved by the Management Committee and disbursed by the Administrative Agent. As of 31 December 2013, the AA has transferred **US\$ 4,917,800** to three Participating Organizations (see list below).

Table 4 provides additional information on the refunds received by the MPTF Office, and the net funded amount for each of the Participating Organizations.

**Table 4. Transfer, Refund, and Net Funded Amount by Participating Organization, as of 31 December 2013 (in US Dollars)\***

Participating Organization	Prior Years as of 31-Dec-2012			Current Year Jan-Dec-2013			Total		
	Transfers	Refunds	Net Funded	Transfers	Refunds	Net Funded	Transfers	Refunds	Net Funded
UNOPS	-	-	-	595,000	-	595,000	595,000	-	595,000
WFP	1,819,000	-	1,819,000	1,455,200	-	1,455,200	3,274,200	-	3,274,200
WHO	321,000	-	321,000	727,600	-	727,600	1,048,600	-	1,048,600
<b>Grand Total</b>	<b>2,140,000</b>	<b>-</b>	<b>2,140,000</b>	<b>2,777,800</b>	<b>-</b>	<b>2,777,800</b>	<b>4,917,800</b>	<b>-</b>	<b>4,917,800</b>

## 5. EXPENDITURE AND FINANCIAL DELIVERY RATES

All final expenditures reported for the year 2013 were submitted by the Headquarters of the Participating Organizations. These were consolidated by the MPTF Office.

## 5.1 EXPENDITURE REPORTED BY PARTICIPATING ORGANIZATION

As shown in the table below, the cumulative net funded amount is **US\$ 4,917,800** and cumulative expenditures reported by the Participating Organizations amount to **US\$ 1,636,039**. This equates to an overall Fund expenditure delivery rate of 33%. The agencies' delivery rates are: WFP, 40%, and UNOPS, 39%, and WHO, 9%.

**Table 5. Net Funded Amount, Reported Expenditure, and Financial Delivery by Participating Organization, as of 31 December 2013 (in US Dollars)\***

Participating Organization	Approved Amount	Net Funded Amount	Expenditure			Delivery Rate %
			Prior Years as of 31-Dec-2012	Current Year Jan-Dec-2013	Cumulative	
UNOPS	595,000	595,000	-	233,106	233,106	39.18
WFP	3,274,200	3,274,200	-	1,311,918	1,311,918	40.07
WHO	1,048,600	1,048,600	-	91,015	91,015	8.68
<b>Grand Total</b>	<b>4,917,800</b>	<b>4,917,800</b>	<b>-</b>	<b>1,636,039</b>	<b>1,636,039</b>	<b>33.27</b>

## 5.2 EXPENDITURE BY PROJECT

Table 6 displays the net funded amounts, expenditures reported and the financial delivery rates by Participating Organization.

**Table 6. Expenditure by Project within Country, as of 31 December 2013 (in US Dollars)**

Country / Project No.and Project Title		Participating Organization	Approved Amount	Net Funded Amount	Expenditure	Delivery Rate %
<b>Bangladesh</b>						
00084692	SUN 02/BGD/001 Civil Society	WFP	535,000	535,000	231,722	43.31
<b>Bangladesh Total</b>			<b>535,000</b>	<b>535,000</b>	<b>231,722</b>	<b>43.31</b>
<b>El Salvador</b>						
00088541	SUN 02/SAL/013 CSO mobilization	WHO	299,600	299,600	-	0.00
<b>El Salvador Total</b>			<b>299,600</b>	<b>299,600</b>	<b>-</b>	<b>0.00</b>
<b>Ghana</b>						
00085325	SUN 02/GHA/002 Civil Society	WFP	374,500	374,500	212,500	56.74
<b>Ghana Total</b>			<b>374,500</b>	<b>374,500</b>	<b>212,500</b>	<b>56.74</b>
<b>Guatemala</b>						
00085723	SUN 02/GUA/003 Civil Society	WHO	428,000	428,000	91,015	21.27
<b>Guatemala Total</b>			<b>428,000</b>	<b>428,000</b>	<b>91,015</b>	<b>21.27</b>
<b>Malawi</b>						
00084721	SUN 02/MWI/004 Civil Society	WFP	428,000	428,000	131,183	30.65
<b>Malawi Total</b>			<b>428,000</b>	<b>428,000</b>	<b>131,183</b>	<b>30.65</b>
<b>Mali</b>						
00085562	SUN 02/MLI/005 Civil Society	WFP	374,500	374,500	193,550	51.68
<b>Mali Total</b>			<b>374,500</b>	<b>374,500</b>	<b>193,550</b>	<b>51.68</b>

<b>Mozambique</b>						
00084693	SUN 02/MOZ/006 Advocacy	WFP	428,000	428,000	213,699	49.93
<b>Mozambique Total</b>			<b>428,000</b>	<b>428,000</b>	<b>213,699</b>	<b>49.93</b>

<b>Nepal</b>						
00087074	SUN 02/NPL/007 Civil Society	WFP	428,000	428,000	142,459	33.28
<b>Nepal Total</b>			<b>428,000</b>	<b>428,000</b>	<b>142,459</b>	<b>33.28</b>

<b>Niger</b>						
00084722	SUN 02/NER/008 Sensibilization	WFP	428,000	428,000	168,604	39.39
<b>Niger Total</b>			<b>428,000</b>	<b>428,000</b>	<b>168,604</b>	<b>39.39</b>

<b>Peru</b>						
00088585	SUN 02/PER/014 Childhood Nutrition	WFP	278,200	278,200	18,200	6.54
<b>Peru Total</b>			<b>278,200</b>	<b>278,200</b>	<b>18,200</b>	<b>6.54</b>

<b>Uganda</b>						
00084723	SUN 02/UGA/010 Civil Society	WHO	321,000	321,000	-	0.00
<b>Uganda Total</b>			<b>321,000</b>	<b>321,000</b>	<b>-</b>	<b>0.00</b>

<b>United Nations</b>						
00086995	SUN 02/GLO/012 Civil Society	UNOPS	535,000	535,000	173,206	32.37
00088016	SUN 03/Monitoring & Evaluation	UNOPS	60,000	60,000	59,900	99.83
<b>United Nations Total</b>			<b>595,000</b>	<b>595,000</b>	<b>233,106</b>	<b>39.18</b>

<b>Grand Total</b>			<b>4,917,800</b>	<b>4,917,800</b>	<b>1,636,039</b>	<b>33.27</b>
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### 5.3 EXPENDITURE REPORTED BY CATEGORY

Project expenditures are incurred and monitored by each Participating Organization and are reported as per the agreed categories for inter-agency harmonized reporting. In 2006 the UN Development Group (UNDG) established six categories against which UN entities must report inter-agency project expenditures. Effective 1 January 2012, the UN Chief Executive Board (CEB) modified these categories as a result of IPSAS adoption to comprise eight categories.

Table 7 reflects expenditure reported in the UNDG expense categories. Since the Fund became operational post 1 January 2012, only the new categories are used.

In 2013, the highest percentage of expenditure was on Transfers and Grants, 90%. The second highest expenditure was on Contractual Services, 6%.

2012 CEB Expense Categories	2006 UNDG Expense Categories
1. Staff and personnel costs	1. Supplies, commodities, equipment & transport
2. Supplies, commodities and materials	2. Personnel
3. Equipment, vehicles, furniture and depreciation	3. Training counterparts
4. Contractual services	4. Contracts
5. Travel	5. Other direct costs
6. Transfers and grants	6. Indirect costs
7. General operating expenses	
8. Indirect costs	

**Table 7. Expenditure by UNDG Budget Category, as of 31 December 2013 (in US Dollars)\***

Category	Expenditure			Percentage of Total Programme Cost
	Prior Years as of 31-Dec-2012	Current Year Jan-Dec-2013	Total	
Staff & Personnel Cost (New)	-	-	-	
Suppl, Comm, Materials (New)	-	12,705	12,705	0.91
Equip, Veh, Furn, Depn (New)	-	20,889	20,889	1.49
Contractual Services (New)	-	86,315	86,315	6.16
Travel (New)	-	4,912	4,912	0.35
Transfers and Grants (New)	-	1,261,021	1,261,021	90.03
General Operating (New)	-	14,884	14,884	1.06
<b>Programme Costs Total</b>	-	<b>1,400,726</b>	<b>1,400,726</b>	<b>100.00</b>
Indirect Support Costs Total	-	235,313	235,313	16.80
<b>Total</b>	-	<b>1,636,039</b>	<b>1,636,039</b>	

**Indirect Support Costs:** The timing of when Indirect Support Costs are charged to a project depends on each Participating Organization's financial regulations, rules or policies. These Support Costs can be deducted upfront on receipt of a transfer based on the approved programmatic amount, or a later stage during implementation.

Therefore, the Indirect Support Costs percentage may appear to exceed the agreed upon rate of 7% for on-going projects, whereas when all projects are financially closed, this number is not to exceed 7%.

## 6. COST RECOVERY

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

The policies in place, as of 31 December 2013, were as follows:

- **The Administrative Agent (AA) fee:** 1% is charged at the time of contributor deposit and covers services provided on that contribution for the entire duration of the Fund. In the reporting period **US\$ 51,600** was deducted in AA fees. Cumulatively, as of 31 December 2013, **US\$ 98,703** has been charged in AA fees.
- **Indirect Costs of Participating Organizations:** Participating Organizations may charge 7% indirect costs. In the current reporting period **US\$ 235,313** was deducted in indirect costs by Participating Organizations. Cumulatively, indirect costs amount to **US\$ 235,313** as of 31 December 2013.
- **Direct Costs:** The Fund governance mechanism may approve an allocation to a Participating Organization to cover costs associated with Secretariat services and overall coordination, as well as Fund level reviews and evaluations. These allocations are referred to as 'direct costs'. In 2013, there were no direct costs charged to the Fund.

## 7. ACCOUNTABILITY AND TRANSPARENCY

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

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