

Independent Comprehensive Evaluation of the Scaling Up Nutrition Movement

Interim Progress Report

Mokoro Limited

in partnership with

Valid International



FEG Consulting



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Independent Comprehensive Evaluation of the Scaling Up Nutrition Movement – Interim Progress Report

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The Independent Comprehensive Evaluation was commissioned by the SUN Movement's Lead Group and is overseen by its Visioning Sub-Group (VSG). Three quality assurance advisors, Julia Compton, Chris Gerrard and Eva Lithman, have been appointed to assist the VSG. Funding for the Independent Comprehensive Evaluation is provided by the Bill & Melinda Gates Foundation. The evaluation manager is Ruwan de Mel.

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Executive Summary

Overview

S1. The current strategy and the revised road map of the Scaling Up Nutrition Movement (SUN) were prepared in 2012 and envisaged a comprehensive evaluation to guide the Movement's development after 2015. In line with this, the SUN Lead Group (LG) has commissioned an Independent Comprehensive Evaluation (ICE) report to feed into a "visioning" exercise to map a future course for the SUN Movement.

Evaluation Approach and Timetable

S2. Comprehensive evaluations of global partnerships are recognised to be very challenging, because of the complexities of what is being evaluated, the varied perspectives and expectations of different stakeholders, and, usually, the lack of firm evidence of final impacts¹ when evaluations take place relatively early in the life of an initiative which aims at long-term change. Moreover, comprehensive evaluations are not an abstract diagnostic but themselves part of the partnership's process of reflection and strategising. This in turn means that comprehensive evaluations rely heavily on interviews, and that the evaluation process is as important as its product. This is reflected in the TOR expectation that "the ICE should help to strengthen the sense of unity among stakeholders and make SUN fit for purpose, and prepared for the challenges ahead".

S3. The methodology of the ICE was set out in a full Inception Report (IR) which was submitted within one month of contracting. It is centred on the SUN's theory of change (ToC) which provides a framework for enquiry and acts as an evaluation tool to identify and investigate key links in the logic of the SUN Movement. The ToC is used to develop a full evaluation matrix which guides the collection of evidence on which findings, conclusions and recommendations can be transparently based, and provides a structure to the team's enquiries, both for interview and documentary review, and for the CCSs. So far, the evaluation matrix has proved capable of capturing all the issues that have emerged.

S4. Other key components will include global thematic research and analysis, eight country case studies (CCSs) during September and October (for Guatemala, Ethiopia, Burkina Faso, Senegal, Mozambique, Tanzania, Indonesia and Bangladesh), and a global survey in early November to test the wider applicability of case study findings. The SUN Global Gathering in mid-November will provide an opportunity to discuss emerging findings and future options, and the ICE full report will be delivered and finalised in the course of December.

S5. The ICE has to adhere to a very demanding timetable, because its final report will feed into the visioning exercise on the SUN's future that will begin in January

¹ In the SUN's case, final impact would refer to improvements in people's nutritional status.

2015, and appropriate decisions on SUN's future will need to be made well before its current mandate expires at the end of 2015.

Role of the Interim Progress Report

S6. The Interim Progress Report (IPR) has three functions:

- To provide an update on the ICE for the Lead Group meeting scheduled for 22 September 2014.
- To provide an interim assessment of the SUN Movement Secretariat (SMS), so as to meet the accountability requirements of the donors which have financed SMS operations. (This was a specific stipulation in the TOR.)
- To outline any interim findings and recommendations emerging from the ICE work so far.

Evaluation Progress and Revised Scope of the IPR

S7. Since submission of the Inception Report the ICE team has continued to work on the preparation for the country studies and on further documentary and data analysis, and has continued its programme of interviews. There has been substantial progress, but, as anticipated, it has been difficult to contact some key interviewees during August.

S8. The IR recognised that the IPR should not be too ambitious, but nevertheless envisaged that, as well as sharing preliminary perceptions, the IPR would set out broad "alternative futures" for SUN as a first indication of the options under consideration by the ICE. In the event this has not proved feasible, not only because of gaps in our interview programme but because our review of evidence so far has revealed a nutrition landscape that is more complex than we anticipated, while it has become more apparent that even a preliminary assessment of SUN has to draw on the country-level perspective that will come from the country case studies. It could be damaging, and not merely distracting, to start floating ideas about SUN's future before we have enough evidence to be sure of our ground. Accordingly the IPR presents preliminary observations based on evidence gathered so far, and provides an extensive interim assessment of the SMS, but stops short of offering potential "alternative futures" for the SUN movement.

Preliminary observations and perceptions

S9. Noting the limitations of what can be said at this stage, the IPR offers some preliminary observations and perceptions which will help to shape the CCSs and remainder of the evaluation. Perceptions include the widely acknowledged ascent of nutrition on the international agenda, of which the rapid expansion of country SUN membership is a tangible indicator. Going forward, the SUN's ability to generate results at country level will be pivotal to its success, and a critical line of enquiry for the ICE CCSs.

S10. As nutrition receives growing attention on the international stage, so too its architecture becomes more complex, with numerous initiatives, coordinated to a greater or lesser degree, alongside SUN itself. In order to reach conclusions on the SUN Movement's degree of relevance and value-added, the evaluation will undertake a comprehensive mapping of this nutrition landscape. At the same time, within this evolving landscape, SUN itself has displayed dynamism and rapid transformation, which underlines the extent to which the ICE has to comprehend and evaluate a moving target.

S11. Opinions are divided about how and to what end SUN should evolve in the future and the IPR highlights some of the emerging positions and points of debate. These include the apparent trade-off between inclusivity for all countries and demonstrating impact at scale in some countries; the relative balance of nutrition-sensitive vs. nutrition-specific interventions; accountability for resource mobilisation; and continuing tensions over the appropriate role for the private sector within the SUN movement. And there are a range of different perceptions relating to the basic question of "what is the SUN movement?" and hence what its priority objectives should be.

S12. The assessment to date has underscored the need to address in more detail and more systematically the history and challenges of multi-sector nutrition planning at the country level. The IPR highlights that in reviewing the quality and practicality of SUN country nutrition plans, their integration with other in-country policy frameworks and the challenges of monitoring plans' financing, implementation, and results will need to be considered. The CCSs will need to compare country plans with same-country precursors, in order to understand whether and how what is happening at country-level under SUN auspices differs from unsuccessful efforts in the past.

Interim assessment of the SMS

S13. The interim assessment of the SMS provides a review of the extent to which the governance/management arrangements envisioned in the Stewardship Report of 2011 were adopted and how the funding and staffing of the SMS have evolved. It offers an initial appraisal of how well the SMS has performed to date against three main outcome areas, and makes a preliminary assessment as to whether the SMS is likely to have a role beyond 2015.

S14. The assessment is based on in-depth interviews and extensive review of data and documentation. However, an assessment at this stage cannot draw on the wider assessment of SUN performance overall, and of SUN governance and management in particular, that will be included in the final report. The findings that are presented at this stage should therefore be interpreted with these substantial limitations in mind.

S15. The Stewardship report sought to empower the SUN secretariat of the to implement the guidance issued by the LG, and to play an enabling and catalytic role. It highlighted the need for the secretariat to be adequately resourced, as a key lesson

from a review of other global partnerships. The IPR documents the growth in annual resources for the SMS since the year when the Stewardship study was published (2011). Since then, there has been significant increase in resources (from USD 1,017,900 in 2011 to USD 3,606,188 actual in 2013). This has allowed the SMS to increase its staff in line with the recommendations of the Stewardship report.

S16. The growing staff has allowed the SMS to provide the inputs that are needed to the various constituent components of the SUN Movement to support country level action. The interviews and documentation to date allow the IPR to conclude that the SMS has provided high-quality and timely inputs, and that the SMS has nimbly adapted as new needs have become apparent. For example, the SMS has rapidly put in place mechanisms to respond to country requests for technical support, linked to the new work around Communities of Practice which have already evolved considerably. The SMS has also provided useful inputs into the resource mobilisation efforts, although the degree to which these efforts of the SMS and the SUN Movement more broadly have resulted in attributable growth in resources for nutrition will be considered in more detail in the ICE final report.

S17. However, the uncertain future of the SMS (its current mandate ends in 2015) is an increasing handicap. Specifically, the evaluation found evidence that reliance on short term contracts is affecting the capacity of the SMS to recruit and retain staff of the calibre it requires.

Interim recommendations and next steps

S18. Although the IPR stopped short of outlining possible options for SUN's future, it is still important to encourage some discussion and reaction to possible options ahead of our final report. We propose therefore instead to prepare a brief discussion paper on possible futures for the SUN ahead of the Global Gathering. This will have the advantage also of drawing on the emerging findings from the CCSs. We intend to prepare the paper in late October, so that it can also inform the Global Survey we will be undertaking in early November.² The Global Gathering, between 16-18 November will bring together a large number of SUN stakeholders and will inter alia provide an excellent opportunity for the ICE team to engage with them; we are in discussion with the SMS how best to fit ICE-related discussions into the Global Gathering programme.

S19. In the meantime, in the light of our initial observations and our interim assessment of the SMS, we recommend the LG/VSG to take early action to ensure continuity for the SMS. As discussed above, the SMS is already handicapped by the uncertainty about its future, and this risks eroding one of the SUN movement's main assets.

S20. The Independent Comprehensive Evaluation, and in particular its final report at the end of December 2014, will provide the basis for a "visioning" exercise to map

² The Global Survey is described in detail in Annex M of the Inception Report. We would welcome the QAAs' prior review both of the proposed draft discussion paper and of the global survey instrument.

SUN's future. The Lead Group discussed the visioning task and related timing at its recent meeting. There was acknowledgement that, informed by the ICE final report, guidance on the future direction of the SUN Movement should be provided at the next Lead Group meeting anticipated in April 2015. This would allow for decisions on SUN's future to be made well before its current mandate expires at the end of 2015. The Lead Group has therefore agreed that between January and April 2015 the recommendations and options arising from the evaluation will be further considered, including seeking feedback on those findings from SUN countries and the Movement's management, leadership and stakeholder groups. This will allow the Lead Group to provide informed guidance on the future shape of the Movement beyond 2015 when it meets in April 2015. The Visioning Sub Group which the Lead Group has appointed will oversee this process.

1. Background

1.1 Evaluation objectives and timetable

1.1 The current strategy and the revised road map of the Scaling Up Nutrition movement (SUN) were prepared in 2012 and envisaged a comprehensive evaluation to guide the movement's development after 2012 (SMS 2012s, SMS 2012q). In line with this, the SUN Lead Group commissioned an Independent Comprehensive Evaluation (ICE) to report by the end of 2014 and feed into a subsequent "visioning" exercise to map a future course for the SUN movement.

1.2 The evaluation will be summative (to analyse past and present processes and activities of the Movement), and formative (to present findings, conclusions and targeted recommendations that will assist the LG and all stakeholders to chart the way forward). The objectives and intended uses of the evaluation are summarised in Box 1 and Box 2 below. A Visioning Sub-Group (VSG) of the Lead Group has been responsible for commissioning the evaluation and acts as the reference group. An independent panel of Quality Assurance Advisers (QAA) helps to ensure the independence as well as the quality of the evaluation.

1.3 Key dates in the evaluation timetable include:

- Submission of final **Inception Report** (Mokoro 2014b): 5 August
- Submission of draft **Interim Progress Report**: 8 September
- Eight Country Case Studies (CCSs): staggered between 8 September – 24 October
- Global Survey: early November
- SUN Global Gathering, Rome: 16–18 November (linked to Second International Conference on Nutrition (ICN2), Rome: 19–21 November)
- Submission of draft final evaluation report to VSG: 15 December
- Submission of **Final Evaluation Report**: 31 December
- SUN Visioning Exercise commences: January 2015
- Publication of Evaluation Team's **Note on Approach and Methods**: January 2015

1.4 The ICE has to adhere to a demanding timetable, because its final report will feed into the visioning exercise on the SUN's future that will begin in January 2015, and appropriate decisions on SUN's future will need to be made well before its current mandate expires at the end of 2015.

Box 1 SUN ICE objectives and scope

The central objective of the Independent Comprehensive Evaluation (ICE) is to inform the Lead Group’s Visioning Exercise on the future of the SUN movement. To do this, the evaluation is expected to analyse past and present processes and activities of the movement, and present findings, conclusions and targeted recommendations that would allow the Lead Group and all stakeholders to chart the way forward. In doing so, the ICE should help to strengthen the sense of unity among stakeholders and make SUN fit for purpose, and prepared for the challenges ahead.

In terms of scope, the ICE is to consider all aspects of SUN – its institutional structure, objectives, working model(s), decision processes, role within the wider architecture of international development, relevance, value-added, efficiency and effectiveness. It will address how effective SUN has been in carrying out its objectives – concerned with accelerating the reduction of undernutrition – and to pose options for evolution of the SUN movement to build on strengths and address weaknesses. It will provide an independent assessment of what SUN has accomplished and is accomplishing, the efficiency and effectiveness of its different components (its governance, networks and secretariat), its current functioning and to the extent feasible, its contribution at country, regional and global levels. It will examine the extent to which SUN is helping national governments, and other stakeholders, to contribute to transformations in the way nutrition is being addressed. And it will assess the role of SUN in increasing attention to women’s empowerment and gender equality and in catalyzing nutrition-sensitive approaches in agriculture, health care, water and sanitation and other sectors.

Source: adapted from TOR (Bezanson et al. 2014), ¶7, 13, 14.

Box 2 Uses and users of the evaluation

In analysing past and present processes and activities, therefore, the evaluation is expected to present findings, conclusions and targeted recommendations that would allow the Lead Group and all stakeholders to chart the way forward for the SUN Movement. Consequently, the evaluation should be regarded as a milestone for SUN and nutrition, reinforcing SUN’s potential to meet the overarching purposes for which it was established. That purpose entails helping the SUN countries themselves – which are at the centre of the SUN movement – to accelerate and maximize progress toward eliminating the scourge of malnutrition. The ICE should help to strengthen the sense of unity among stakeholders to achieve that purpose and to help make SUN fit for the challenges ahead.

Source: TOR (Bezanson et al. 2014) ¶14.

1.2 ICE methods and components

Overview

1.5 An Inception Report (IR) was prepared during July (Mokoro 2014b). The IR includes a detailed description of the origins and current configuration of the SUN movement, and also fully describes the methodology and workplan for conducting the evaluation.

1.6 Comprehensive evaluations of global partnerships are recognised to be very challenging, because of the complexities of what is being evaluated, the varied perspectives and expectations of different stakeholders, and, usually, the lack of firm evidence of final impacts³ when evaluations take place relatively early in the life of an initiative which aims at long-term change. Moreover, comprehensive evaluations are not an abstract diagnostic but themselves part of the partnership's process of reflection and strategising. This in turn means that comprehensive evaluations rely heavily on interviews, and that the evaluation process is as important as its product. This is reflected in the TOR expectation that "the ICE should help to strengthen the sense of unity among stakeholders and make SUN fit for purpose, and prepared for the challenges ahead" (cited in Box 2 above).

1.7 The IR recognises that thorough consultation with stakeholders is vital for such an evaluation. An elucidation of SUN's *theory of change* (ToC) is at the heart of the evaluation methodology, and is used to develop a full evaluation matrix which guides the collection of evidence on which findings, conclusions and recommendations can be transparently based. The ICE aims to draw as much as possible on existing data, studies and reports (including for example the material being assembled for the first Global Nutrition Report (GNR)). The main primary data will be interviews with as wide a selection of stakeholders as possible, based on a full stakeholder analysis presented in the IR. Eight country case studies are at the core of the investigation (because it is vital to understand SUN's influence at country level), and will be supported by a global survey to test the wider applicability of case study findings.

1.8 The SUN website will provide regular updates on the evaluation. The evaluation team welcomes approaches from any stakeholder who wishes to submit evidence; and the SUN Global Gathering in November will be used as a further opportunity for consultation about emerging findings.

³ In the SUN's case, final impact would refer to improvements in people's nutritional status.

Theory of Change

1.9 The evaluation team has used the theory of change elements present in the SUN Strategy 2012–2015 (SMS 2012s), the SUN Revised Road Map (SMS 2012y) and the SUN Monitoring and Evaluation Framework (SMS 2013a), and has also drawn on a review of literature and on interviews with the SUN's originators, to develop a high-level theory of change to guide the evaluation.

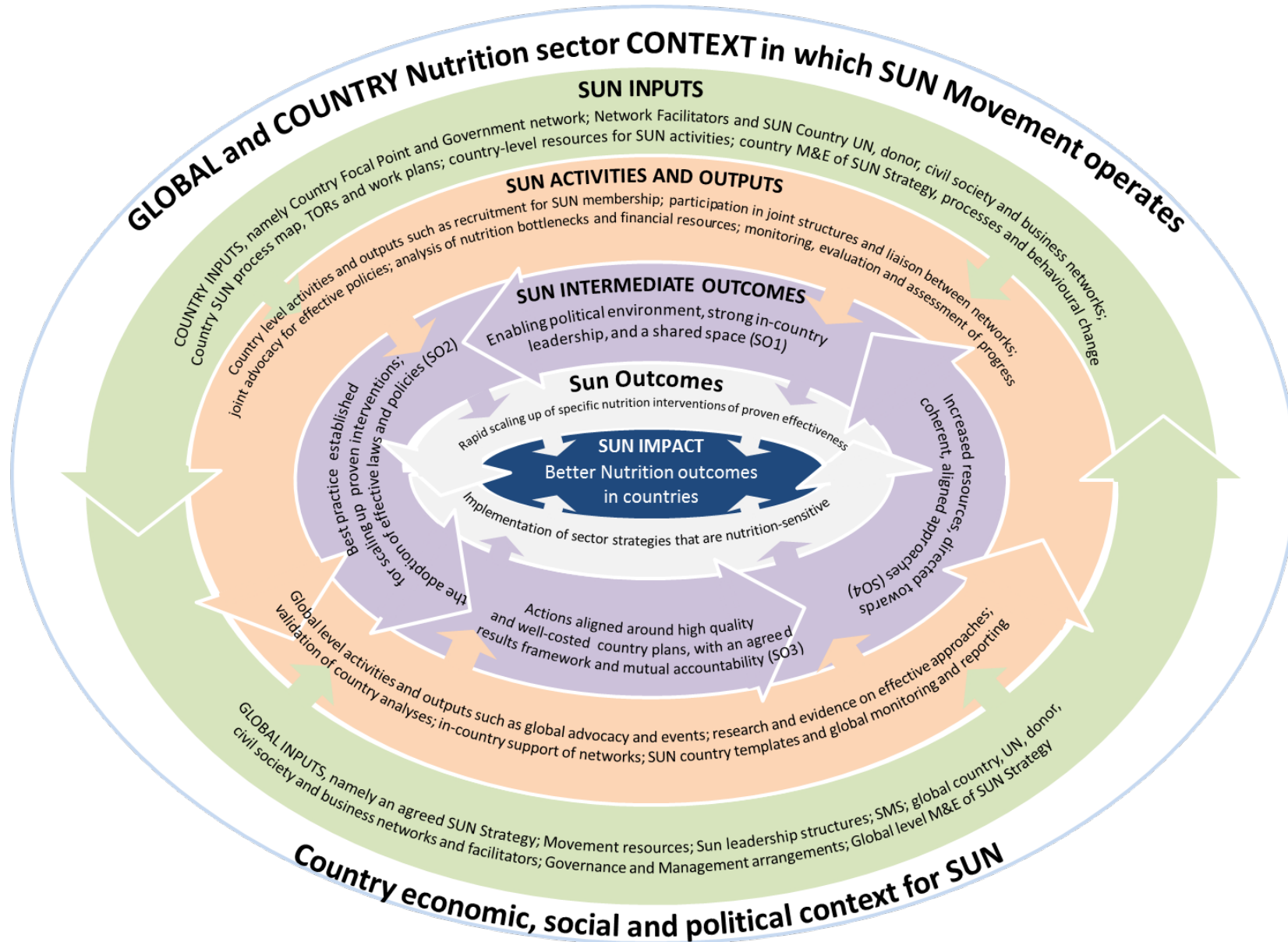
1.10 This theory of change is intended:

- as a high-level guide to reflect (and then check) our understanding of the reasoning on which the SUN movement is based; and
- as an evaluation tool to identify and investigate key links in the logic that the theory of change depicts, in terms both of the internal causal and contributory links it proposes and of the key assumptions it sets out.

1.11 Figure 1 below provides a summary of the overarching theory of change. The full reasoning behind it is set out in Annex E of the Inception Report which also presents detailed diagrams depicting the assumptions, links from global to country level, and from inputs through to outcomes. The ToC underpins the evaluation matrix discussed below.

1.12 Given the nature of the SUN movement, as a collective of interdependent networks, it is possible to recognise numerous sub-theories of change, which underpin this one. The IR has identified some of these, and they are reflected in some of the assumptions which inform the detailed ToC. To the extent possible, the evaluation will identify such sub-theories and check their consistency with the overarching ToC.

Figure 1 SUN ICE Global Theory of Change: Foundational Diagram



Main Evaluation Questions and Sub-questions

1.13 The ToC has been used in developing a full evaluation matrix to guide the evaluation. The full matrix constitutes Annex G of the IR, and takes account of all the specific questions posed in the TOR. Table 1 below summarises the sequence of main evaluation questions and subquestions. The evaluation matrix addresses both global and country-specific questions and will also serve as guidance for the country case studies.

Table 1 Main Evaluation Questions

EQ1 Has the SUN movement addressed the right issues?
1.1 To what extent are the objectives of the SUN movement consistent with the needs, priorities and strategies of beneficiary countries?
1.2 Has the SUN movement filled a gap in the international and country-level architecture for addressing nutrition?
1.3 Did SUN strategies contribute to a stronger focus on nutrition-related gender and gender equity issues?
1.4 Did the SUN movement's approach strike the right balance between global and country-level actions?
EQ2 Has the SUN movement followed a clear, consistent and commonly understood strategy?
2.1 Are the SUN movement's goals, priorities and strategies clear at the various levels of the movement?
2.2 Have the SUN movement's main inputs, activities and outputs adequately reflected its goals, priorities and strategies?
2.3 How is SUN seeking to mainstream gender-consciousness throughout its activities, both nutrition-specific and nutrition-sensitive?
EQ3 What have been the results of SUN's efforts?
3.1 To what extent has SUN contributed to changed attitudes and procedures, thereby creating an enabling environment for scaling up nutrition?
3.2 To what extent has SUN brought about changed policies and resource commitments?
3.3 Are these changes leading to the scaling up of nutrition?
3.4 Are there plausible links between the outcomes to which SUN has contributed and medium to long term impacts for intended beneficiaries?

EQ4 What accounts for these results (or lack of results)
<i>Governance and Management</i>
4. 1 How effective have SUN's governance and management arrangements been?
<i>Efficiency</i>
4. 2 Concerning its own activities, has the SUN movement used its resources efficiently?
4. 3 Have the transaction costs of SUN been reasonable?
4. 4 Has SUN's advocacy for nutrition solutions taken enough account of efficiency considerations? (e.g. in the balance between nutrition-specific and nutrition-sensitive options)
4. 5 Has SUN achieved the right balance: between global work and attention to countries? between being inclusive (number of countries involved) and being effective in providing in-depth support to countries?
<i>Coherence</i>
4. 6 Have the SUN movement's various component activities reinforced each other (amounting to more than the sum of their parts)?
4. 7 How well have SUN's activities complemented other initiatives at global and country level?
<i>Context</i>
4. 8 What contextual factors (anticipated or unanticipated) have positively or negatively affected the achievement of SUN objectives?
<i>Monitoring, Learning and Adaptation</i>
4. 9 How well has SUN learned from experience and adapted accordingly?
EQ5 How sustainable is the SUN movement?
5. 1 Are the emerging results of SUN likely to be durable?
5. 2 How well is SUN contributing to systems development (helping to develop the appropriate national policy and institutional architecture to deliver nutritional outcomes sustainably in the medium to long term)?
5. 3 is the sun movement itself sustainable?
EQ6 How should SUN evolve in the short, medium and longer term?
<i>The sub-questions under this EQ are all formative. The precise questions will be refined in the light of emerging evidence as the evaluation proceeds. The SUN ICE will draw on its summative findings (above) to present alternative options, and will link its recommendations to principles of aid effectiveness and development effectiveness, with reference also to the experience of comparable partnerships.</i>
6. 1 Is SUN likely to remain relevant? if so, which aspects/components are likely to remain relevant and for how long?
6. 2 What are SUN's relevant strategic options in the short, medium and longer term?
6. 3 What are the corresponding implications for SUN's governance and management arrangements?

Country Case Studies

1.14 Country case studies (CCSs) are crucial:

The principal focus of the evaluation will be on the SUN countries and on the added value of the Movement over and above what countries can achieve on their own. (TOR – Bezanson et al. 2014, ¶19)

1.15 The IR identified a balanced sample of SUN countries for full country case studies. The rationale for selection is in the Inception Report's Annex K, and the guidelines for the CCSs are in the Inception Report's Annex L.

1.16 All the preferred case study countries have agreed to participate, and country visits are timetabled as follows:

Table 2 Country case study schedule

Country	week of...	lead evaluator
1. Guatemala	8 September	Muriel Visser
2. Ethiopia	15 September	Stephen Lister
3. Burkina Faso	15 September	Mirella Mokbel Genequand
4. Mozambique	22 September	Muriel Visser
5. Senegal	22 September	Robrecht Renard
6. Tanzania	6 October	Alta Fölscher
7. Indonesia	13 October	Stephen Turner
8. Bangladesh	20 October	Stephen Turner

1.3 Role and structure of the Interim Progress Report (IPR)

1.17 Box 3 below shows how this IPR is described in the evaluation Terms of Reference. Its timing is linked to the schedule of six-monthly Lead Group meetings, and the IPR has three functions:

- To provide an update on the ICE for the Lead Group meeting scheduled for 22 September 2014.
- To provide an interim assessment of the SUN Movement Secretariat (SMS), so as to meet the accountability requirements of the donors which have financed SMS operations. (This was a specific stipulation in the TOR.)
- To outline any interim findings and recommendations emerging from the ICE work so far.

Box 3 Terms of Reference for the IPR

The IPR is described in the TOR as follows:

An **interim progress report** to be submitted to the VSG at the beginning of September, so that they may inform the Lead Group of the evaluation's status and any major issues for their meeting mid-September. The interim report would outline the principal findings to date, hypotheses and options for broad recommendations being explored for the evolution of the SUN Movement. The section of the Interim Report assessing the work of the Secretariat will include material, complemented by a separate covering note to the relevant donors, sufficient to meet the Secretariat's contractual obligations to those donors. It is understood that any recommendations or options in the Interim Report on future changes to the Secretariat may be subject to further analysis and the conclusions of the final report. The VSG would at that time also recommend to the Lead Group the process for planning the visioning review for which the evaluation results and recommendations will comprise a principal component.

Source: TOR (Bezanson et al. 2014)

1.18 Drafts of this IPR have been reviewed successively by the independent Quality Assurance Advisers and by the VSG. It was discussed on 11 September 2014 in telephone meetings of the VSG and of the donors providing support to the SMS. This version reflects a number of comments received.⁴

1.19 The rest of this IPR is organised as follows:

- Section 2 reports on the evaluation's progress to date.
- Section 3 reports some preliminary observations and perceptions based on the evidence gathered so far.
- Section 4 provides our interim assessment of the SMS.
- Section 5 discusses next steps.
- The IPR is supported by a bibliography and other annexes which reinforce the interim assessment of the SMS.

2. Evaluation Progress

Evaluation activities undertaken

2.1 The evaluation timetable is recognised as very demanding. The IPR has been prepared within four weeks of completion of the Inception Report, and it has not proved possible to take the analysis as far as the IR envisaged. A summary of activities to date is found in Annex A, which also provides a list of completed interviews. Key evaluation activities so far include:

⁴ Further minor updates have been made to this final version, to reflect decisions made by the Lead Group at its meeting on 22 September 2014.

- a) Inception visit to Geneva (23–25 June): The Team Leader alongside three other team members travelled to Geneva for a three-day series of meetings with the SUN Secretariat, as an opportunity to learn the history, structure and operations of the SUN Movement.
- b) Appointment of Evaluation Manager (June): Following recommendations from the QAA panel, an Evaluation Manager was hired to oversee the evaluation and facilitate communication between the evaluation team and relevant stakeholders. This role has proved very helpful.
- c) Document assembly / review (June – ongoing): Key documents have been collected and systematically filed in a Team Dropbox folder. It is worth noting that the Evaluation Team has received excellent support from the SMS in providing required information, including assistance with early drafts of SUN Annual Progress Report (SMS 2014) and SMS narrative report (SMS 2014).
- d) Team workshop in Oxford (08–10 July): All core team members gathered at the Mokoro headquarters for a three-day workshop focusing on ensuring a common understanding of SUN and the SUN ICE requirements, discussing evaluation methodology, and planning future phases of work. The Evaluation Manager also attended.
- e) Initial interviews (June and July): Focusing firstly on key individuals from SUN Networks and the Visioning Sub Group, these were intended to provide further context and insight into the SUN Movement as well as understanding of the requirements of the SUN ICE.
- f) Delivery of Inception Report (final draft 5 August): setting out a clear methodology and work plan for the evaluation.
- g) Further Interviews (July–September): interviews with additional stakeholders, as well as repeat (more in-depth) interviews with people reached during inception phase were undertaken, focusing on SUN governance as well as the global networks. However as anticipated, August is a difficult month to secure stakeholders' time and thus despite good coverage of VSG members, there are a number of key Lead Group and network interviewees still to speak with. Accordingly we have taken care in this IPR not to draw premature conclusions.
- h) Global Analysis: team members undertook preliminary analysis at the global level on issues including financial tracking and aid flows, the global networks (country, donor, UN, civil society, business), comparator global partnerships, conflict of interest, the Movement's M&E systems, efficiency and MPTF. The team has benefitted from collaboration with the authors of the forthcoming Global Nutrition Report, who have shared a first draft. This thematic analysis is continuing and has informed the team's preparation for the CCSs.

- i) Preparation for Country Case studies: As noted, all selected countries agreed to host case studies. Given that country visits were due to start soon after the finalisation of the IR, the team prioritised the development of common templates for preparatory documents and materials (including Country Dossiers and Issues Papers, and introductory and debriefing presentations), and liaising with focal points and other stakeholders to draw up mission programmes. The SMS has helped making initial introductions and with translations of key documents (including the IR,⁵ TOR, and Country Case Study guidelines).

2.2 The main unanticipated contingency has been the diversion in August of the SUN coordinator to act as UN System Senior Coordinator of the Response to the Ebola Virus. Tom Arnold, Director General of the Institute of International and European Affairs, Ireland, and member of the Lead Group, will serve temporarily as coordinator of the SUN Movement for six months, on a part time basis. This does not affect the evaluation directly, but it brings some of the SUN's governance and management issues into a sharper focus.

Scope of the IPR

2.3 The Inception Report recognised the need not to be too ambitious as regards the IPR. As well as the very short time available between IR and IPR, the IR noted that key global data reports, including the SUN's annual progress reports and the first edition of the Global Nutrition Report would still be in preparation as the IPR was finalised. Nevertheless, the IR anticipated that, as well as sharing preliminary perceptions, the IPR would set out broad "alternative futures for SUN" as a first indication of the options under consideration by the ICE.

2.4 In the event, even this restricted scope for the IPR has proved too ambitious. As noted above, there are still substantial gaps in the key interviews that we need to undertake. And, as discussed in the next section, our review of evidence so far has revealed a nutrition landscape that is more complex than we anticipated, while it has become even more apparent that even a preliminary assessment of SUN has to draw on the country-level perspective that will come from the country case studies. It could be damaging, and not merely distracting, to start floating ideas about SUN's future before we have enough evidence to be sure of our ground.

2.5 Nevertheless the work we have already undertaken has helped us in sharpening our focus on what are likely to be critical issues for the evaluation. We present these initial observations in the next section. In Section 4 (which forms the largest section of the report) we present the required interim assessment of the SMS. Finally, Section 5 includes proposals to link the setting out of alternative strategic options for the SUN movement to the ICE global survey and to the opportunity for discussion and review that will be provided by the Global Gathering.

⁵ See http://scalingupnutrition.org/news/open-for-comment-sun-movement-independent-evaluation-inception-report#.VAXHE_lVSI

3. Preliminary Observations and Perceptions

Overview

3.1 With the exception of our preliminary assessment of the SMS, discussed in the next section, we have not yet gathered and sufficiently triangulated enough evidence to offer robust conclusions about SUN's performance. However, this section presents a number of insights which will help us to focus our continuing work, both in the country studies and at global level.

Utility of the theory of change and evaluation framework

3.2 The ToC and Evaluation Matrix are working well as a framework for enquiry. This does not mean that all interviewees have the same perceptions of what SUN is or should be attempting to do, but the foundational ToC provides a good benchmark for the enquiry. Similarly, the evaluation matrix is being used to structure the team's enquiries, both for interviews and documentary review, and for the CCSs. We have not discovered any key issues that are not captured in the evaluation matrix, though, as the rest of this section indicates, our sense of which questions are most important (and/or most difficult) is being shaped by our continuing enquiries.

SUN strengths and question-marks; country-level effects are crucial

3.3 Under this heading we particularly note:

- a) Widespread acknowledgement that nutrition has gained unprecedented prominence on the international agenda, and that SUN has made a significant contribution in generating international attention for nutrition.
- b) The unexpectedly rapid expansion of SUN country membership (illustrated in Figure 2 on page 22) is one indicator of SUN's success in drawing attention to nutrition at country as well as global level.
- c) There is also broad agreement that SUN's ultimate success depends on making a difference at country level. The SUN ToC (encapsulated in its four Strategic Objectives) envisages that improvements in nutrition governance will lead to implementation of measures that will result in better nutrition outcomes⁶. There are divided views about whether SUN really is generating durable changes in nutrition governance (some are sceptical about the robustness of the claims made by SUN's M&E system); but both enthusiasts and sceptics on the last point are agreed that the litmus test will be to demonstrate the link from better nutrition governance to better nutrition outcomes.

⁶ There has been substantial research on nutrition governance – see for example the IDS series summarised in IDS 2012, where the key drivers of effective nutrition governance are identified as intersectoral cooperation, vertical coordination and sustainable funding, with monitoring and advocacy to sustain performance and commitment.

- d) It follows that the ICE assessment of SUN's effects in the case study countries will be absolutely pivotal. This will include assessment of effects already demonstrable and of the potential for further effects in line with the theory of change.

Dynamism and complexity of the nutrition architecture

3.4 The IR notes that the SUN itself has been rapidly evolving (as well as growing); for example, the move towards developing Communities of Practice (COPs) began this year; all the networks are still putting structures in place, and the relationships among the networks and with the SMS are still developing. Our research so far re-emphasises the extent to which we are evaluating something that is still rapidly evolving.

3.5 The complexity and dynamism of nutrition architecture is also greater than we anticipated. Externally, there have been many initiatives coordinated to greater or lesser degree with SUN itself; e.g. the N4G summit, Feed the Future, 1000 days partnership, moves by various agencies (e.g. USAID, Germany and the EU) and numerous forums (e.g. CFS) to adopt nutrition strategies or to make their approaches more nutrition sensitive.⁷ In order to reach firm conclusions on the SUN's degree of relevance and value-added we will need to complete a more thorough mapping of the nutrition landscape (globally and in case-study countries) than we have been able to do so far. This will not involve an evaluation of all the inhabitants of the landscape, but the ICE does need to develop a clear picture of where SUN fits in. (It is also a matter of assessing the extent to which SUN has shaped the landscape it inhabits.)

Some continuing lines of debate and disagreement

3.6 There are continuing lines of debate and disagreement which affect perceptions both about what SUN has achieved so far and about what it needs to do in the future. Significant examples include:

- a) Inclusivity vs. demonstrating impact at scale. This is a very nuanced debate. Few of the close observers that we have interviewed envisage that it would have been right, or even possible, to restrict SUN membership; but there remains a concern that there may be trade-offs between trying to support every SUN member country and achieving visibly game-changing results; accordingly there are advocates for concentrating some significant resources within a smaller number of countries in order to demonstrate the ability to achieve impact at large scale.
- b) This links to further nuances on the relative priorities for nutrition-sensitive vs. nutrition-specific interventions. For example, there is general agreement on the Lancet's finding that implementation of the nutrition-specific

⁷ The Global Forum for Food and Agriculture (GFFA) which this year focused on: "Strengthening Agriculture: Fostering Resilience - Securing Food and Nutrition" is another example.

interventions it has identified could only reduce stunting by 20%,; but some nevertheless advocate prioritising the nutrition-specific interventions, while also seeking to discover and demonstrate what nutrition-sensitive approaches can effectively address the other 80% of the problem.

- c) Continuing tensions over the role of additional (external) funding in the SUN proposition. Donors, in particular, have been keen not to raise undue expectations; there are nevertheless strong signs that such expectations have been raised. The ICE, especially in the country studies, will need to pay very careful attention to the mobilisation of (domestic as well as external) finance and the extent to which this may be necessary for interest in SUN to be sustained. (This is part of the broader examination of accountabilities within SUN.)
- d) Continuing tensions over the appropriate role for the private sector within the SUN movement.

The nature and objectives of the SUN Movement

3.7 At a more basic level, there appear to be different perceptions in relation to the question of “what is the SUN Movement?” and also what its priority objectives should be. Thus some seem to perceive it primarily as a global-level initiative to support interventions at country level, whilst others emphasise a partnership between countries with international partners supporting country-led processes. This has implications for how people evaluate SUN’s current performance and how they think it should evolve. The ICE will further explore this issue, which will be illuminated by the CCSs.

The history and challenges of multi-sector nutrition planning

3.8 Multi-sector nutrition plans are at the centre of the SUN "recipe". However, multi-sector planning is known to be conceptually and practically difficult. There have been previous rounds of multi-sector nutrition plan preparation, e.g. in the wake of ICN1 (and for even earlier experiences, see Field 1987 – a "post-mortem" article on such planning in the 1980s). How is the current round of planning different from its predecessors? This is not a rhetorical question: the evaluation proposes to examine the present round of plans in some detail (especially in the case study countries), and where relevant to compare them with same-country predecessors, in order to understand whether what is happening under SUN auspices is more promising, and if so what are the secrets of success. This is likely to link to other concerns raised by some interviewees, about the quality and practicality of plans presented by SUN members, their integration with other in-country policy, planning and budgeting processes, and the challenges of providing guidance on nutrition-sensitive approaches, and the challenges of monitoring plans' financing, implementation, and results.

High marks for the Secretariat, question marks about overall governance and the Lead Group

3.9 As we note in Section 4 below, it was challenging to undertake an interim assessment of the SMS ahead of our comprehensive assessment of SUN movement as a whole. Two factors made the task easier:

- a) We have found hardly anyone who considers the SUN such a failure that it should be terminated as early as 2015. Even those who worry that it may not be achieving enough traction at country level do not consider that it has had long enough to prove itself. Almost everyone therefore considers that SUN should continue, in some form, for several years beyond 2015.⁸ In that case, there will be a continuing need for a secretariat (though its precise role will depend on the decisions for the visioning exercise, informed by the eventual findings of the ICE).
- b) Comments on the SMS's performance, both from the global level and from country informants, have been extremely positive, including praise for its adaptability and responsiveness, as well as its efficiency – as we explain further in Section 4. Thus the discontinuation of the SMS does not seem to be a realistic option, though there will of course be significant issues about its precise role, structure, resources required and so forth, depending on strategic decisions about the SUN that have yet to be made.

3.10 At the same time, opinion about the overall governance of SUN is much more divided. This applies in particular to perceptions of the past effectiveness and the future appropriateness of the Lead Group (LG) as currently constituted. At this early stage, the ICE has formed no firm conclusions on the strategic governance issues facing SUN, and we are reserving judgement on the role and effectiveness of the Lead Group; in our interim assessment of the SMS we describe the LG's role, but we do not pass judgement on it, as we have not yet gathered sufficient evidence to do so.

⁸ Estimates from interviewees of how long might be long enough to make such a judgement have ranged from 5 to 25 years.

4. Interim assessment of the SMS

4.1 Background and Methodology

Purposes of the assessment

4.1 This preliminary assessment of the SUN Movement Secretariat (SMS) comes at a critical time in the life of the SUN Movement. The initial horizon for the SUN was set to end in 2015. During this period the expectation was that “partners in the Movement would establish a concrete and realistic strategy reflecting clear priorities, specific linkages between means and ends and with measurable milestones and a results framework, and that they would continue to work together to raise the profile of nutrition at the global level and to publicize successes achieved by SUN countries” (SMS 2011c).

4.2 This section is a special requirement for the SUN ICE. It has the following specific purposes:

- a) As context for the SMS review, to provide a mapping of the SUN governance and management structures and how they have evolved.
- b) To review the extent to which the governance/management arrangements envisioned in the Stewardship Report of 2011 were adopted and the implications for the evolution of the funding and staffing of the secretariat.
- c) To assess how well the SMS has performed to date against the three main outcome areas (and related 12 activity indicators) which are used by the SUN donors to assess progress (Annex B).
- d) To make a preliminary assessment as to whether the SMS is likely to have a role beyond 2015, and if this is the case what decisions need to be made to sustain/strengthen the SMS.

Methodology and limitations

4.3 To inform this assessment the ICE conducted an in-depth review of documentation and data. In addition, interviews took place in Geneva and by phone with staff from the Secretariat,⁹ with key members and leaders of the different SUN networks, with donors, with some members of the LG, and with other key informants close to the SUN Movement (see Table 9 in Annex A for a list of persons consulted).

4.4 The documentation review focused on compiling and examining the performance data of the SMS against what had been planned for the period under review¹⁰ – this is reflected in various tables that are presented below. The documentation review also sought to review and understand the deliberations of the

⁹ The ICE team met and/or conducted telephone interviews with almost all the professional and senior administrative staff of the SMS.

¹⁰ Principal sources were SMS 2012v, SMS 2013p, SMS 2013c, SMS 2014a, EC 2014, SMS 2014w, SMS 2014u, DFID 2013a, DFID 2014a, SMS 2014d, SMS 2014g, SMS 2014v, SMS 2014y, BMGF 2014b, SMS 2014m, SMS 2014z, SMS 2014aa, SMS 2014r, SMS2 2014ab .

various governance structures of the SUN (to the extent that these reflected on follow-up to the Stewardship Report and on the performance of the SMS). The interviews in Geneva and by phone – using a semi-structured questionnaire which followed the main topics of this area of inquiry – sought to understand key stakeholder views and perceptions on the performance of the SMS and their opinions on whether and in what way the SMS might continue.

4.5 Findings were triangulated to the extent possible within the limited time for this phase of the evaluation (one month) and the constraints on the availability of key informants (given that the data collection coincided with the summer holiday period in Europe and North America).

4.6 Asking the ICE to present a view on SMS performance without having reviewed the totality of the SUN Movement presented a challenging task. In particular, this analysis does not include findings that will come from the eight in-depth country studies that will take place in the coming two months (September and October 2014). It does not include the additional interviews at global and regional levels (ongoing throughout the evaluation) and the planned survey of all SUN partner countries.¹¹ It also cannot fully reflect the ICE's assessment of the other elements of the Governance structures (in particular the LG, and the networks), since this assessment is still under way. The findings that are presented here should therefore be interpreted with these substantial limitations in mind.

Structure of this section

4.7 This section is structured as follows. Section 4.2 presents a brief background on SUN governance and management arrangements and their evolution since 2010, and discusses the establishment of the SMS in the context of the overall governance structures. SMS's performance against the outcome areas and indicators used by the SMS donors is reviewed in Section 4.3, as well as its funding and staffing (against the background of the recommendations made in the stewardship report). Finally, Section 4.4 provides a summary of findings and conclusions and a preliminary assessment by the ICE of the SMS against the criteria of relevance, efficiency, effectiveness and sustainability. This is linked, in the same section, to the ICE's interim recommendations regarding the SMS.

4.2 SUN movement governance and management arrangements and their evolution

4.8 The SUN movement's initial governance arrangements were established in early 2010, following a two-year period of intensive discussion on what the architecture of a global response to the challenges of nutrition might look like. These sought to find an approach that would remedy what until then had been a very dysfunctional architecture and approach to global and country nutrition challenges, as documented in the 2008 Lancet series (Morris et al. 2008).

¹¹ For details of the planned survey, see Annex M of the Inception Report.

4.9 The two-year period of reflection between 2008 and 2010 included a series of meetings at global level among key partners (including the UN Standing Committee on Nutrition (SCN) meeting in November 2009, the World Bank Spring Meetings in April 2010 and the Rome Nutrition Forum in May 2010), and was in 2009 supported by the work of two consultants who were later involved in the Stewardship review. This process led to the SUN Framework for Action (SUN 2010a) which set out key principles and priorities for action to address under-nutrition and to mobilize increased investment in a set of nutrition interventions across different sectors. To accompany the framework, a SUN Road Map (SUN Road Map Task Team 2010) was developed, establishing the basic principles of a multi-stakeholder effort through which country, regional and international entities would work together to establish and pursue an effort to scale up nutrition. These guiding principles and documents were endorsed in the spring of 2010 by over 100 governments, development agencies, businesses and civil society organizations and led to the birth of the SUN Movement.

4.10 A key premise of these initial discussions and consultations was that the SUN Movement should not repeat what had until then been a highly fragmented and dysfunctional global architecture and that it should “more effectively represent supra-national organisations, the private sector, and civil society, as well as facilitating dialogue with national actors from high-burden countries” (Morris et al. 2008).

4.11 The locus of the SUN Movement was thus explicitly placed at country level in that the Movement was designed with the specific emphasis of supporting country-led efforts to address nutrition. In the governance structures, therefore, the nexus of coordination has been placed at the country level. In each country, multi-stakeholder platforms for SUN were to be put in place (with representatives from Government, donors, the UN, civil society, business and the technical community) led by a country Focal Point drawn from the government.

4.12 The purpose of the global structures has – in the conception and evolution of the SUN Movement – been to support, facilitate and strengthen these country-led efforts, with the understanding that the commitment to nutrition must come from the countries themselves (who will have to decide on priorities and approaches, and also provide the bulk of the resources) and that the strategies and responses will need to be country-specific and country-driven.

4.13 It was clear from the start that this would require better coordination and alignment at global level (as recommended in the aforementioned Lancet series). Inherent to the conception of the structures was a flexible approach to the requirements of countries and an explicit recognition and accommodation of the fact that these would change over time. A primary concern was thus to ensure that the stakeholder groups in the Movement worked together and built up mutual trust, that the Movement would be responsive to country needs, and that there would be in-built flexibility for the structures and processes to change as needed.

4.14 In the first year and a half the global structures were led by a SUN Transition Team with experts representing different SUN stakeholder groups. The transition team was chaired by the UN Secretary-General's Special Representative for Food Security and Nutrition (the SRSG) and informed by a United Nations (UN) Reference Group comprising agencies with mandates to work on food security and nutrition as well as by an interim Country Partner Reference Group which included Government focal points from SUN countries. This structure also included six inter-linked Task Forces (on country capacity development, advocacy and communications, civil society, donor agencies, private sector, and monitoring) which sought to help in-country stakeholders align behind Government plans to scale up nutrition. The work of the Transition Team, Reference Groups and Task Forces was at this stage supported by a small group of four specialists from the offices of the Transition Team Chair and the Executive Secretary of the Standing Committee on Nutrition, which responded to the Secretary-General of the UN.

4.15 Just over a year after being formally established the Movement commissioned a Stewardship study (published in due course as Isenman et al 2011) which took an in-depth look at the governance structures and at progress to date. The purpose of the study was to reflect on how the Movement might evolve, and what structure it might take, and to ensure that decisions around its governance and management would be guided by lessons that had been learnt from the establishment and functioning of other global partnerships. The SUN Movement had in this context the advantage of being a relative latecomer (compared to earlier global partnerships such as the Education For All Fast Track Initiative (EFA/FTI)) and was thus in a position to learn from others. The findings of the Stewardship study, as it came to be known, were presented at the September 2011 high-level meeting, in which over 150 people participated.

4.16 The Stewardship study made a comprehensive set of recommendations related to lesson learning and an in-depth review of options for the stewardship of the Movement. The lesson learning on global partnerships highlighted a need for a stronger element of learning from these initiatives, of which the first one “to build a multi-stakeholder stewardship of the SUN Movement ... building on what has worked well” (Isenman et al 2011, p3) was adopted. (An alternative option – which was not supported – was for a merger between SUN and the SCN.)

4.17 In November 2011, a stewardship model for the SUN was adopted which reflected recommendations of the Stewardship study and further reflections and consultations (SMS 2011c). To provide legitimacy and also resolve issues of hosting and potential capture, the SMS was constituted under the authority of the UN Secretary-General, but it does not belong to any particular UN agency and is not an agency in its own right.

4.18 The study had suggested a multi-stakeholder mechanism as the best option for steering the SUN Movement. This mechanism, it was suggested, would consist of a high-level Lead Group (LG), a number of task-focused networks (which would replace the six aforementioned task forces), and a system of well-connected SUN

‘champions’ (at different levels: country, regional, global) to drive change in each country. It also called for the establishment of a SUN Secretariat to facilitate the work of the Lead Group, to coordinate country Focal Points (FP), and facilitate the sharing of best practice and knowledge amongst SUN members. The study envisioned the position of a Chief Executive¹² who would liaise between the LG and the Secretariat to ensure that the LG recommendations were operationalised and implemented.

4.19 An influential recommendation from the comparison with other global networks related to the importance of ensuring adequate resourcing for the governing structures, and in particular for the Secretariat. In this manner the Movement and its donors were encouraged to avoid a situation that had been common in other global partnerships where the Secretariats spend a considerable amount of time just mobilizing resources for their own functioning, leaving little time for their core role in the partnership itself.

4.20 The reformed structures were put in place during the year 2012, and included a strengthened SUN Movement Secretariat. As part of these reformed structures the LG was established in April 2012, with a composition of 27 leaders from a wide variety of backgrounds. It was thus much larger than the 15-person group envisaged in the Stewardship report; various interviewees suggest that this came about because of the desire for inclusivity and diversity, and because the number of positive responses to the invitations to join was much higher than expected. The LG was mandated to provide high-level backing to the Movement and to be in charge of mapping the guiding vision for the way ahead. The LG held its first meeting in April 2012 and has since met approximately twice a year.

4.21 This IPR does not attempt to make any assessment of the LG itself, but we note that it identified seven key areas of work to give form to the SUN's vision, as follows:

- i. Building a robust results and accountability framework
- ii. Sharing of best practice between SUN members
- iii. Establishing the nutrition investment case to guide decision making on the commitment of increased resources
- iv. Tracking financial investments in nutrition, thus trying to meet the challenge that most budget lines do not typically focus upon nutrition as a goal
- v. Emphasizing gender and promoting women’s empowerment
- vi. Advocacy and communication to guide the translating of commitments into results

¹² In practice the SUN Movement Coordinator.

- vii. Ensuring that globally all Movement members are committed to collective work, to information sharing, and to mutual accountability, while allowing each country to develop its own approach. (SMS 2012l, SMS 2013c)

4.22 In addition to these revised governance structures, a SUN Movement Multi-Partner Trust Fund (SUN MPTF) was established in March 2012.¹³ This MPTF – which was not a recommendation of the Stewardship Report – was put in place to provide catalytic grants for country level recipients¹⁴ to enable SUN activities at country or regional level, and to provide appropriate global-level support. Again, this IPR does not attempt to evaluate the MPTF per se, but we take account of it as one of the SMS's areas of work. For more details of the MPTF, see Annex C.

4.3 Assessment of the performance of the SMS on its key outcome areas

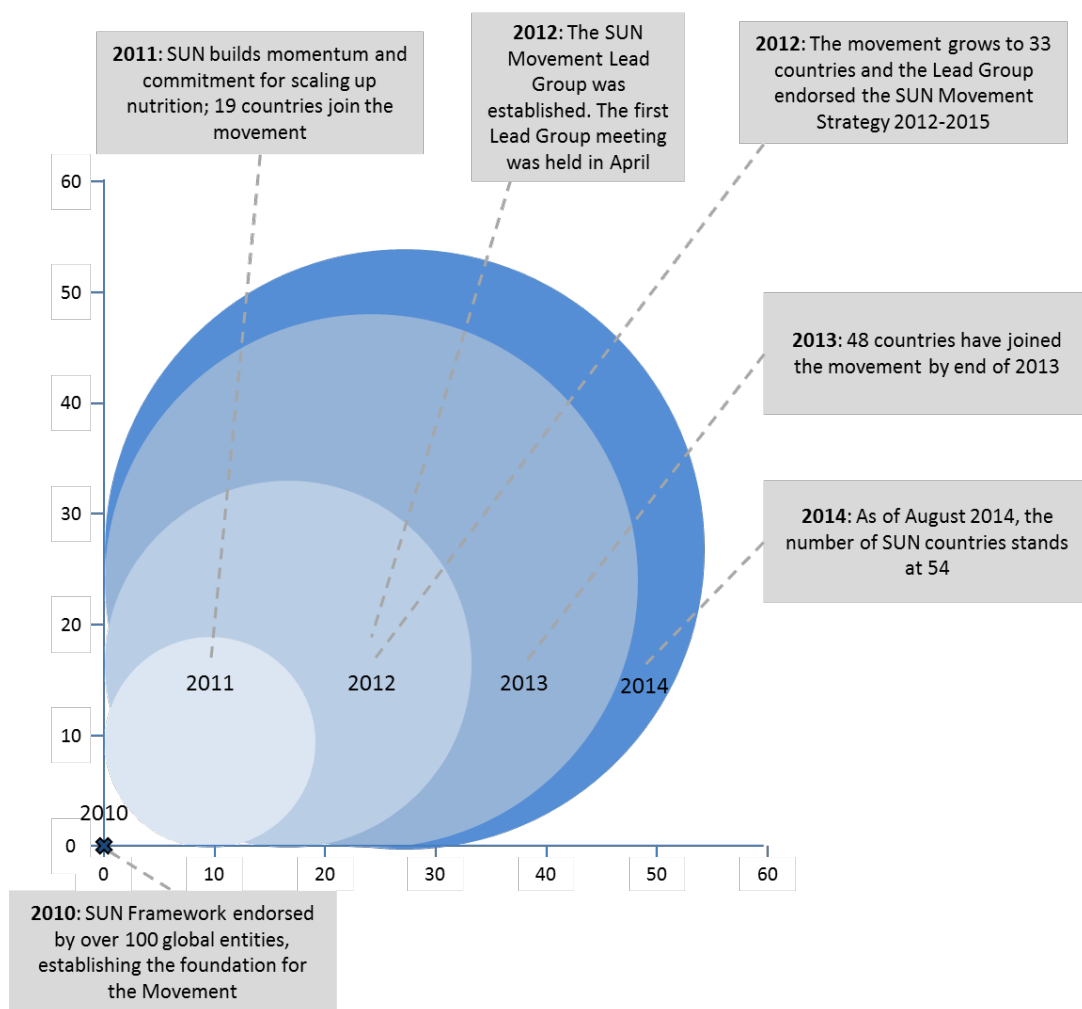
SMS performance against Outcome Areas

4.23 This section reviews the performance of the SMS with respect to the three outcome areas that have been formulated by donors for assessing the SMS performance (for more details see Annex B). SMS performance has to be judged in the context of rapid growth SUN membership– see Figure 2 below.

¹³ This is the date of the signed MOUs. We were informed that decisions had to be taken quickly to access some time-limited donor funds, and this limited the design and management options for the MPTF.

¹⁴ This includes governments, UN agencies, civil society groups, other SUN partners and support organizations.

Figure 2 Number of countries in the SUN Movement¹⁵



Support by the SMS to the Lead Group

Outcome Area 1 ...

The SUN Movement Lead Group is able to exercise stewardship over the Movement, sustain the political attention to under-nutrition and increase investments in direct nutrition interventions and nutrition sensitive development (ICE TOR (2014))

4.24 The first outcome area which the ICE has been asked to assess is the manner in which the SMS has supported the SUN LG. Five SMS activity indicators were defined for this outcome area, related to the type of support that the SMS is expected to offer, including:

- Providing assistance to the Lead Group so that it can exercise accountable

¹⁵ The diameter of the circle is proportionate to number of countries, but the area is not. Based on a diagram originally produced by SMS, updated for 2014.

stewardship over the Movement in line with its Strategy and Roadmap

- Providing assistance to Lead Group Members and the Movement as a whole to undertake effective resource mobilization for addressing undernutrition
- Providing assistance to Lead Group Members to oversee the accountability of the overall SUN Movement
- Enabling Lead Group members to undertake effective High Level Advocacy
- Fostering greater understanding of the SUN Movement and its progress.

4.25 With respect to the support to the LG, the table in Annex B provides a detailed overview of the work that the SMS has conducted over time in support to the LG, drawing from the meeting notes, the annual reports and interviews.

4.26 The table shows that all five indicator areas have received considerable time and attention from the SMS. The table also shows across these indicator areas that the SMS has supported the LG by organizing and preparing supporting documentation such as advocacy materials, country updates, and papers on specific issues. The SMS has also, where needed, brought in additional support through consultancy input. An illustration of this is the work that was done to develop a monitoring tool for the Movement, which was a prominent agenda point suggested by the LG members.

4.27 Without exception the evaluation found that the work of the SMS was given very high marks by the interviewees contacted during this phase of the study. Interviewees underscored the high degree of professionalism, responsiveness and flexibility which the SMS has demonstrated in supporting the LG. The SMS is credited with being engaged, reactive, and committed. The flat management structure of the SMS (see Figure 8 in Annex D) was highlighted by some as having contributed substantially to this responsiveness, although it was also noted that the limitations of this structure are emerging more clearly now that the number of countries in the Movement (and the demands on the SMS) are growing (see Figure 2 above).

Assistance in effective resource mobilization

4.28 The following paragraphs provide a preliminary review of the activities the SMS has undertaken in the pursuit of resource mobilisation, as reported in SMS Annual Reports and SUN Progress Reports; we also note resources which have been mobilised for the movement as a whole, as reported in the annual SUN Progress Reports. We do not attempt to interrogate these data or supplement them with additional research as this will form part of a larger stream of work under the ICE, to be reported in the Final Report. Specific activities by the SMS to support resource mobilization efforts are noted below.

4.29 The ICE found that the SMS has supported the on-going efforts of the Donor Network to establish a consistent method for tracking financial investments in

nutritional outcomes. This commitment originated from SUN Movement Senior Officials Meeting in Brussels in March 2013, where the Donor Network agreed to develop a methodology to improve the quality and availability of data on external development assistance aimed at addressing under-nutrition. The SMS has engaged closely with the development of the methodology, in an effort to ensure that the tracking of spending is consistent with the process of costing. It also hosted and facilitated a meeting of the Donor Working Group on Resource Tracking in Geneva in February 2013. Consensus on the methodology was reached in December 2013. A first report using the methodology has recently been produced (SUN Donor Network 2014b).

4.30 The SMS, with support from MQSUN and SUN Networks, has also compiled a synthesis report on the costing exercise undertaken by twenty SUN Countries for implementing multi-sectoral strategies to scale up nutrition. Additionally in 2014, the SMS commissioned a consultancy to develop a feasible methodology for Governments to track budget allocations in their published national budgets, facilitating close involvement of the SUN Donor Network to ensure consistency in the categorization and attribution of nutrition-sensitive spending (SMS 2014). The relevance and quality of these exercises will be an important subject for further investigation by the ICE, but a limited interim conclusion is that the SMS has been effective in facilitating these exercises.

4.31 The SMS has also provided members of the LG with briefing points and notes to support their advocacy efforts for increased financing for national plans for scaling up nutrition. For example, a PowerPoint presentation on the actions that countries are taking, their costs, the financial shortfalls and means of accountability was provided for LG members. The SMS has also worked with specialized agencies for the dissemination of harmonized messages on the costs as well as economic and social returns for investments on nutrition.

4.32 The Secretariat supported the preparation of the Nutrition For Growth (N4G) meeting in June 2013. The N4G meeting brought together global leaders from many countries, including 19 from SUN Countries, donors, civil society, business and the UN, and SMS supported the development of an accountability framework for tracking commitments which emerged from it. LG members were active at this event and contributed to a high profile for nutrition and for the SUN Movement in the press and in the events of the meeting itself.

4.33 Finally, the SMS supports the Management Committee (MC) of the SUN Multi-Partner Trust Fund (MPTF) (see Annex C). It has assisted in developing guidelines for the preparation and submission of proposals, in reviewing proposals submitted for consistency with agreed SUN principles and MPTF criteria, and in assessing and compiling lessons learned from the programme and initiatives supported. This is addressed in more detail under outcome area 3.

Claimed resource mobilisation outcomes

4.34 As noted above, this issue will be dealt with in much more detail in the ICE final report. At this stage of the evaluation the ICE notes that the following areas of progress are claimed in the SUN Progress Reports:

- a) At the N4G event in London in June 2013, new commitments of up to USD 4.15 billion for specific nutrition interventions and an estimated USD 19 billion for improved nutrition outcomes were pledged between 2013 and 2020. Progress against these commitments will be assessed at a high-level meeting in Rio de Janeiro in 2016.
- b) 14 SUN Countries committed to increasing their spending on nutrition at the N4G. This included Ethiopia committing to allocate additional domestic financing of USD 15m per year to nutrition to 2020 and to build on the existing multi-sectoral coordination system to accelerate the scaling up of proven nutrition interventions; Guatemala increasing the budget for food and nutrition security by 32% by 2014, from a 2013 baseline, based on an inter-sectoral approach aimed at promoting food security and nutrition; and the Republic of Guinea committing to increasing the national budget dedicated to nutrition interventions by 10% by 2020. According to SMS Annual Report, 2014, some of these countries have already reported increased budget allocations for the fiscal year 2014-2015. However, these figures are not provided.
- c) For 2014, SUN Donor Network members reported on nutrition spending for calendar years 2010 and 2012. Two categories of investments were reported, Nutrition-specific (using DAC code 12240), and Nutrition-sensitive (where the newly developed methodology has been applied). Results indicate an increase in spending from 2010 to 2012 for both categories; total nutrition-specific investments (disbursements) among reporting donors increased from USD 318m (2010) to USD 395m (2012), representing 24%. For nutrition-sensitive investments, there was an increase of 12% from USD 888m (2010) to USD 998m (2012) (excluding the US, which used a different methodology).
- d) To date the SUN Movement Multi-Partner Trust Fund (MPTF) has been able to allocate USD 8.9m for 26 approved projects. DFID, Irish Aid and the Swiss Agency for Development and Cooperation have contributed across the three windows.

4.35 All these reports require careful follow-up, since there may be a difference between prima facie claims and the actual effect that can be attributed to SUN. Nevertheless they indicate that SUN was active and that there were some significant signs of progress in resource mobilisation.

Support by the SMS to the SUN countries

Outcome Area 2 ...

Each **SUN Country** is better able to bring together national stakeholders for implementation of effective actions to Scale Up Nutrition, to learn how best to do this from experiences of other SUN countries and to access aligned external support for realising its objectives.¹⁶

4.36 The second outcome area which the ICE has been asked to assess is the manner in which the SMS has supported the SUN countries, by way of three activity indicators:

- i) Support SUN Countries to ensure they have timely access to the technical expertise they need
- ii) Track progress in SUN Countries
- iii) Empower stakeholder advocacy and communication.

4.37 The table in Annex B provides a detailed overview of the work that the SMS has conducted over time in support of these indicators. It demonstrates that 2014 has seen the SMS significantly expand and consolidate its efforts to ensure countries' timely access to technical expertise. Previous efforts in this area had included standalone responses to specific issues flagged during the bi-monthly country focal point calls (such as working with MQSUN on costing plans) or preparatory efforts to lay the foundations for future work (such as engaging consultants to undertake a mapping exercise of the knowledge gaps that can serve for a learning exchange between SUN Countries, and to undertake a consultation process on Conflict of Interest in the SUN Movement.) In 2014, efforts of the SMS to systematise the way it matches unmet needs identified at the country level with sources of technical and practical support that exist across the Movement, as spelt out in its Capacity to Deliver System of Response (C2D) framework, have started to take shape. In particular, the introduction of country response tracking tool is enabling the SMS to systematically log all requests made by SUN Government Focal Points as well as related communications (such as official communication, terms of reference of support offered, and deliverables), and track status of matching each request to a globally sourced supplier. The SMS consider that this has the potential not only to facilitate more timely and efficient responses, but can also strengthen the accountability of the SMS, as the tool is able to generate statistics on volume of requests made and the timeliness and nature of the response.

¹⁶ The Outcome Area quoted in the ICE TOR appears erroneous: *"Provide assistance to Lead Group Members – and the Movement as a whole – to undertake effective resource mobilization for addressing under-nutrition"* is actually one of the indicators under Outcome Area 1. The text as stated here is sourced from SMS 2012v. A more extensive review would have been possible if the TOR error had been noticed earlier; in any case this is a topic that requires triangulation with country experiences, to be examined in detail through the country case studies, and so the present commentary is preliminary.

4.38 The tracking system has recorded 68 requests for support by SUN Government Focal Points from 40 different countries over the last year. Out of these 68 requests, 27% (18) became “official” in that they were followed up by a formal written communication from country focal points, 22% (4) of which have been fully answered and the work completed (SMS 2014). As this is the first year that the system has been in place, these statistics merely serve as a baseline, but they are also indicative of the speed at which the SMS is able to introduce and roll out new initiatives such as this.

4.39 The tracking system is linked to a major reform during 2014 in the way SMS supports SUN countries' access to technical expertise with the introduction of Communities of Practice (COPs). Under the direction of the Lead Group,¹⁷ the SMS has played a leading role in cultivating the emerging COPs, which are intended to provide thematically-defined spaces for members of the Movement to share learning and experience for accelerated results, and wherein the SMS can adopt more of a brokering role, by matching demand and supply of assistance and learning. Four COPs have been established:

- i) Community of Practice 1 (COP1): Planning, costing, implementing and financing of scaled-up multi-sectoral actions that contribute to all people's nutrition.
- ii) Community of Practice 2 (COP2): Effective social mobilisation, advocacy and communication at local and national levels.
- iii) Community of Practice 3 (COP3): Monitoring of progress, evaluation of outcomes and demonstration of results through the systematic strengthening of existing National Information Systems for Nutrition.
- iv) Community of Practice 4 (COP4): Functional cross-government capacities for managing the effective implementation of actions by multiple stakeholders.

4.40 The tracking tool classifies all requests across these four communities of practice, and in its annual report the SMS now reports on its activities in support of countries by COP. The SMS appears to have adopted this new system as an organising framework with ease. Activities for 2014 are reported under all four COPs, but progress appears to be particularly rapid under COP1 (where activities have included a workshop on costing and tracking of investments for improved nutrition, and continued collaboration with MQSUN on costing plans, including development of an online tool); COP3 (including financing a study on the effects of public health and agricultural investments on stunting, supporting the establishment of national information platforms for nutrition, and working with the CSO Network and REACH on a stakeholder mapping and monitoring tool); and COP4 (including the development of a conceptual framework strengthening national multi-stakeholder nutrition governance, working with PROCASUR on a pilot programme of learning

¹⁷ The LG endorsed the COP approach at its April 2014 meeting.

initiatives between national SUN Movement MSPs; and continued work on conflict of interest within the movement). More detail is presented in Annex B.

4.41 Although the concept of COPs is evidently well embedded in the SMS, the extent to which it has been internalised and welcomed by other parts of the movement is less clear at this stage, although there is broad recognition that they have helped with information sharing. It will be an essential part of the next phase of the evaluation to assess countries' engagement with and opinions of COPs, and the SMS's role within them.

4.42 The SMS continues to play a pivotal role of tracking progress in SUN countries by supporting them to track their own progress along the four process indicators (outlined in the SUN Movement Strategy), and compiling this information in country fiches, which form part of SUN Annual Progress Reports. This year, the SMS supported 37 countries to complete Self Assessments (replacing the Country Progress Update Tables), a process which required multiple workshops at country level for individual networks, and across networks, to complete and validate self-scoring by each network and overall across the four processes and sub-processes. They were designed to increase ownership and mutual accountability of the reporting progress in the SUN Movement. With technical support from an external consultancy, tools for in-country self-assessments and reporting were designed and shared with SUN Country Government Focal Points. The Secretariat provided technical support to countries to clarify the assessment methodology, and provided advice over the phone. The SMS itself undertook the assessments for the three countries that were unable to complete their self-assessments. These profiles constitute the Compendium of Country Profiles accompanying the SUN Movement 2014 Annual Progress Report (SMS 2014).

4.43 Since this is prior to the country case studies, and recognising that it is the first year of implementation of these assessments, it is too early to draw conclusions on their effectiveness. Early indications from some country network calls indicate that a number of countries considered them to be a useful convening tool, but found the scoring system problematically ambiguous. Furthermore, it was noted that changes in methodologies between years undermined the ability to accurately track progress.

4.44 More broadly, initial interviews with global level stakeholders (to be triangulated at country level) suggest that this self-assessment approach to monitoring wherein the Secretariat plays a facilitative rather than independent verification/quality assurance role presents potential trade-offs. Whilst this methodology is considered to bring stakeholders together at the country level, and facilitate country-led learning and steering, it is at the same time highly subjective and vulnerable to personal bias. This undermines the credibility of the process for some external stakeholders, including some donors, who wish to see a more rigorous evaluation process. It also impedes any cross-country comparison. Again this is a

topic that will be carefully examined during the CCSs and in the ICE's subsequent synthesis of findings.

4.45 The final indicator under this outcome area relates to empowering stakeholder advocacy and communication in SUN Countries. On this, the SMS's own reporting is comparatively sparse. It relates to the second COP (social mobilization, advocacy and communication, or SMAC) which is currently at Concept Note stage. The SMS is starting to map out country gaps and requirements for support for SMAC, and identify NGOs which specialise in the area, to build up a pool of potential providers (SMS 2014).

Support the work of the Networks in responding to the needs of the SUN countries

Outcome Area 3 ...

Stakeholders from self-governing and mutually accountable SUN Networks respond to needs of SUN Countries in a timely and effective way and contribute to responsive and aligned assistance to SUN Countries. (ICE TOR (2014))

4.46 The table in Annex B provides a detailed overview of the work that the SMS has conducted in support of the networks. The evaluation examined this area through a review of annual SMS reports and supporting documentation for activities that relate to network support. It has also conducted interviews with network members for a preliminary assessment of the work that these have been doing and how they have been supported by the SMS. Again, we stress that the findings in this section are preliminary, and focus mainly on SMS activities and inputs, as our investigation of the networks is ongoing.

4.47 Table 3 below presents a summary of SMS activities carried out to support each of the networks in achieving their goals, as drawn from the annual SMS reports.

Table 3 SMS support to Networks and Cross-Cutting Issues

Network	SMS Support
Country Network	<ul style="list-style-type: none"> • Organization of teleconferences with SUN Government Focal Points every two months, chaired by the SUN Movement Coordinator. These cover strategic issues such as costing and implementation of country plans, development or strengthening of M&E systems; as well as updates on country progresses, achievements, news, challenges, difficulties, concerns and needs related to national efforts for scaling up nutrition. • Supporting the SUN Government FPs as they track progress. • Making country information regularly available through Country Progress Update Tables (Country Fiches), which track progress by SUN Countries around the four processes indicators (see output 2.1 in Annex B) • Tracking tool developed to track country requests and responses facilitated through the Secretariat (see output 2.1 in Annex B) • Facilitating the work of the SUN 'Communities of Practice' (COPs) (in place since April 2014) as a potential mechanism for ensuring that technical support can more easily be accessed by countries and that best practices can be shared. (Activities under each COP are listed under output 2.1 in Annex B). • Network Facilitators have participated in SUN Country Network calls since March 2014.
Donor Network	<ul style="list-style-type: none"> • Provision of background material for 'Scaling Up Nutrition Senior Officials Meeting in Zambia (December 2013) and the SUN Donor Senior Officials Meeting in Washington (April 2014), with the Synthesis Report of Costed Country Plans to support the discussion on how the network can respond to country needs. • Convening of a donor meeting on Resource Tracking (2013). • SMS supported the SUN Donor Network to reach a consensus on a consistent method for tracking financial investments in nutritional outcomes. The method is now published on the SUN website and has been used by twelve donors to estimate their financial disbursements in 2010 and 2012. • SMS provides regular updates on the country network to network facilitators, through monthly SUN Networks Facilitators' calls. Since March 2014 the Secretariat has invited Network Facilitators to participate in SUN Country Network calls. The SMS also participates in most of the donor network calls.
UN Network	<ul style="list-style-type: none"> • SMS participated in the UN System Network Launch (August 2013) and participates in some of the network calls. • SMS has advised/commented on the development of key network documents (e.g. terms of reference and workplans). • The Secretariat supported the UN Network to conduct two workshops in Nairobi, Kenya: one on monitoring implementation and demonstrating results (May 2014), and one on costing and tracking of investments for improved nutrition (November 2013).

Network	SMS Support
	<ul style="list-style-type: none"> • Recently, the SMS has been working with UN Network (REACH) and CSOs to finalize a stakeholder mapping and monitoring tool that will contain the minimum required information for use by different actors within and across countries. • SMS provides regular updates on the country network to network facilitators, through monthly SUN Networks Facilitators' calls. Since March 2014 the Secretariat has invited Network Facilitators to participate in SUN Country Network calls.
Civil Society Network	<ul style="list-style-type: none"> • The SMS participated in CSO Network launch (June 2013) and continues to participate in some CSO Network calls. • The Secretariat has advised/commented on the development of key network documents (e.g. terms of reference and workplans). • SMS is currently working in coordination with the SUN Civil Society to promote further engagement and align the action of these type of stakeholders to scaling up nutrition platforms and processes at the national level. • Recently, the SMS has been working with CSOs and the UN Network to finalize a stakeholder mapping and monitoring tool that will contain the minimum required information for use by different actors within and across countries. • SMS provides regular updates on the country network to network facilitator, through monthly SUN Networks Facilitators' calls. Since March 2014 the Secretariat has invited Network Facilitators to participate in SUN Country Network calls.
Business Network	<ul style="list-style-type: none"> • SMS participated in SUN Business Network Launch (Dec. 2012). Since then it has participated in some of the network calls. • SMS has been working in coordination with the Business Network to promote further engagement and align the action of businesses to scaling up nutrition platforms and processes at the national level. • In 2014, the Secretariat instituted monthly catch-up calls with the SUN Business Network Manager with a view to understanding each other's priorities and areas for collaboration. • SMS provides regular updates on the country network to network facilitators, through monthly SUN Networks Facilitators' calls. Since March 2014 the Secretariat has invited Network Facilitators to participate in SUN Country Network calls.
All / Cross-cutting	<ul style="list-style-type: none"> • The Secretariat prepares detailed background materials and the minutes for Monthly Network Facilitators meetings of the discussions, which are shared with the Network Facilitators, translated into French and Spanish and uploaded on the website. • SMS maintains on-going informal contacts with Network Facilitators in addition to the monthly facilitators' call. This is in part to ensure the networks' activities are reflected in the website content. • SMS liaised with all SUN Networks to facilitate their contribution to the development of M&E Framework for the SUN Movement

Network	SMS Support
	<p>(2013).</p> <ul style="list-style-type: none"> • SMS ensured that SUN Network Facilitators are consulted as part of GSO Consultation on Conflict of Interest (2013). • SMS supported the Network self-assessment exercise, where they assessed performance against the 'progress markers' included in the M&E Framework (2014).

Sources: SMS Inception Report December 2012 – June 2013, SMS Annual Narrative Report 1 October 2012 – 30 September 2013, SMS Annual Narrative Report 1 October 2013 – 31 July 2014.

4.48 While evidence here is somewhat thinner (fewer interviews, and needs more triangulation), the prevailing view of the respondents who were interviewed at this stage is that overall the SMS's engagement with the different Networks and its support for them deserve high marks. This is illustrated by how rapidly the SMS has put in place mechanisms to respond to country requests for technical support, and also by the new work around communities of practice which respond to a relatively recent recommendation by the LG and which have already evolved considerably.

4.49 Respondents from the SMS networks were thus generally positive about the quality and timeliness of the inputs, and highlighted the good responsiveness of the SMS to requests. The SMS has also dedicated substantial resources to data collection. A process-focused monitoring framework has been put in place which some interviewees credit with having contributed to greater ownership within the Movement. These were mentioned by the Network members as important resources.

4.50 Some informants, however, consider that there may be a need for more in-depth support at country level, amongst others to tailor their country plans and structures, their monitoring systems, etc. to the country needs and realities. These interviewees argue that a differentiated approach across different country types may be needed to address specificities in each country, and that this would require a different approach by the SMS.

4.51 There were some comments about stronger or weaker performance by different networks. This will be an issue for further work as the ICE proceeds. However, there were no suggestions that SMS deficiencies were a major factor in this differential performance.

Supporting the MPTF

4.52 With regards to the MPTF, the main activities of the SMS have included supporting the call for and review of proposals, reviewing reporting formats, facilitating meetings and supporting the development of the Annual MPTF Report.

4.53 Feedback from interviews regarding the SMS engagement with the MPTF was highly positive. The SMS was credited with having provided high quality technical inputs. However, the MPTF itself has faced various challenges to its implementation, and these have produced a higher work load for the SMS, reducing its efficiency. SMS technical input to MPTF is reported as being good, and helped by its knowledge of the countries and its direct lines of communication. There was also general

appreciation of the screening of the MPTF proposals by the Secretariat by all partners, including implementers. However, the SMS interviews highlighted that MPTF takes up a lot of time, both for the technical inputs into proposal review, and because the Secretariat gets ‘caught’ between donors and the slow UN mechanisms on issues related to implementation, in particular the delays in fund transfer to implementing agencies (data on the UN website indicates 27% disbursement up to August 2014 – see Annex C).

4.54 In addition, concerns were expressed in the annual reporting by the SMS (SMS 2014a, SMS 2014), and were backed up by interviews, that the MPTF may be too focused on channelling support and funding through INGOs. This is an issue which will be further investigated during the next phase of the ICE.¹⁸

Selected findings and emerging conclusions

4.55 This sub-section has reviewed SMS performance against key outcome areas, and different indicators of activity. The overall finding is that the SMS has provided a range of inputs in support of the LG and the Networks. Interviewees consulted to date noted that these inputs have been of high quality and timely. Important characteristics of the SMS team were noted, including a high degree of professionalism and responsiveness. Various products of the SMS work, including reports, advocacy notes, monitoring data, etc. were cited as having informed actions by the LG and the Networks. The SMS has also provided inputs into resource mobilisation for the nutrition movement, and has played a recognized and valued technical role in the MPTF. The more general question as to whether these efforts have translated into more resources for the Movement will need further work during the next phase of the evaluation. The other questions regarding the functioning and efficiency and effectiveness of the overall Governance structures that were raised in the course of this part of the evaluation (e.g. whether the Networks link in a cohesive and synergetic way with the other fora and produce change at country level) will also need attention in the next phase.

SMS funding and Staffing

4.56 Having documented the main SMS activities, this section addresses its funding and staffing arrangements.

Financing of the SMS

4.57 The recommendations of the Stewardship report (Isenman et al 2011) sought to empower the Secretariat of the Movement in implementing the guidance issued by the LG, and in playing an enabling and catalysing role. The Stewardship Report highlighted in this context a key lesson from a review of global partnerships, namely that “Secretariats need to be adequately resourced. Five of the eight reviews concluded that secretariat size and resources were inadequately resourced in relation

¹⁸ Although, as the IR noted, it is beyond the scope of the ICE to conduct a full evaluation of the MPTF.

to the tasks required and that the lean staffing model came at the cost of operational effectiveness” (p.83). It similarly noted that the “SUN, at a global level ... as a movement, needs to empower, not attempt to micro-manage, whether at global or country levels, but it needs sufficient and secure resources to play that role” (p.12).

4.58 The ICE reviewed the growth of resources and staffing to the SMS. The results are reflected in the contributions to the SMS over the evaluation period (including forecasts), which are shown in Table 4 below.

Table 4 Cash¹ Contributions to SMS 2011 – 2015 (USD)

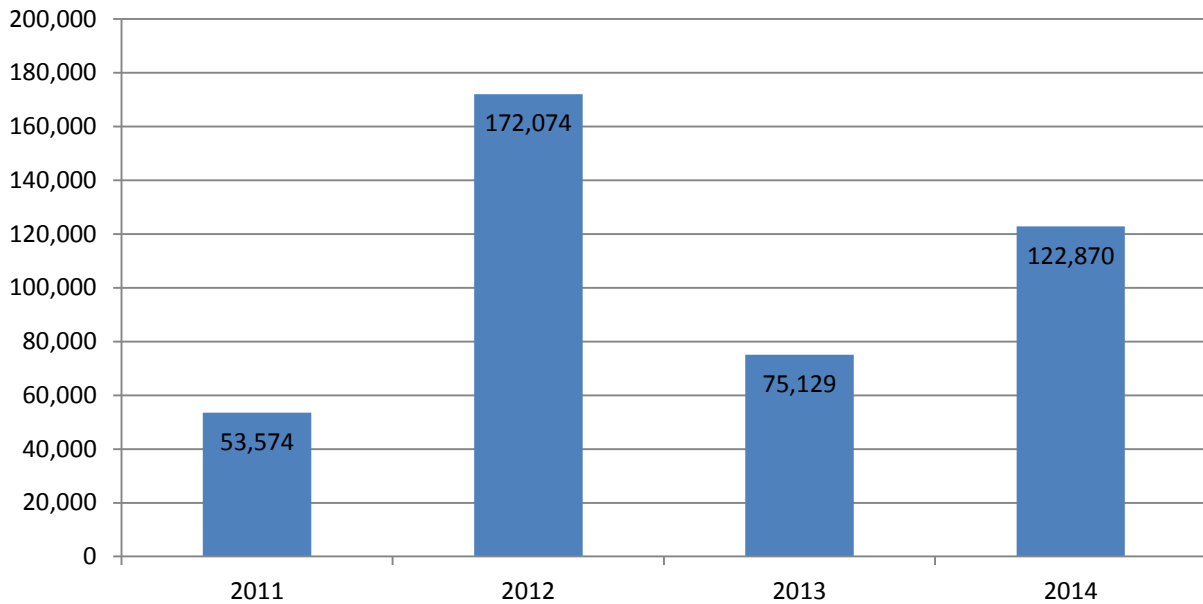
Donor	2011 actual	2012 actual	2013 actual	2014 forecast	2015 forecast	2011 – 2015 total
Canada		1,670,751		1,795,332		3,466,083
EU ²		2,214,423	2,425,023	2,271,024	113,551	7,024,021
France		159,363	92,838	92,838		345,039
Germany			13,245			13,245
Ireland	877,325	496,894	596,026	615,595	542,741	3,128,581
Micronutrient Initiative			48,356			48,356
The Netherlands		425,000	430,700	430,000		1,285,700
UK	140,575	712,025		401,929	347,003	1,601,532
Bill & Melinda Gates Foundation				1,028,287	1,573,838	2,602,125
Total	1,017,900	5,678,456	3,606,188	6,635,005	2,577,133	19,514,682
Received (annually) as of June 2014	1,017,900	5,678,456	3,606,188	3,242,856	0	13,545,400

Source: SMS 2013 Financial Annual Report (SMS 2014). Notes: 1. France and UNILEVER each seconded a staff member to the SMS from 2013-2015 and 2013-14 respectively. 2 EU has financed the SMS through three distinct funding streams; for ease of presentation these are amalgamated here.

4.59 The first point that emerges clearly from these figures is the growth in annual resources for the SMS following the year in which the Stewardship study was published (2011). This has provided the SMS with important resources and has allowed it to focus on its key role of facilitating and enabling the various structures to support country level action. The table shows that the SMS expects to receive close to USD 20m in donor support from its establishment in 2011 up to the end of its current remit in 2015. It also highlights that annual contributions (which have come from a small number of donors) have been highly variable. Whilst the SMS is able to smooth its expenditure, this variation in income is prima facie incongruent with the rapid and consistent growth in the body of work facing the SMS, of which country membership is one important indicator. Figure 3 shows that annual SMS income per country member of the movement has varied significantly since the SMS was established, and peaked in 2012.

4.60 At the same time, senior SMS staff report that securing funds for the SMS has not been exceptionally difficult (although the funding agencies' demands for project documentation and for subsequent reporting have sometimes been regarded as onerous).

Figure 3 SMS income per country in the Movement, 2011–2014 (USD)

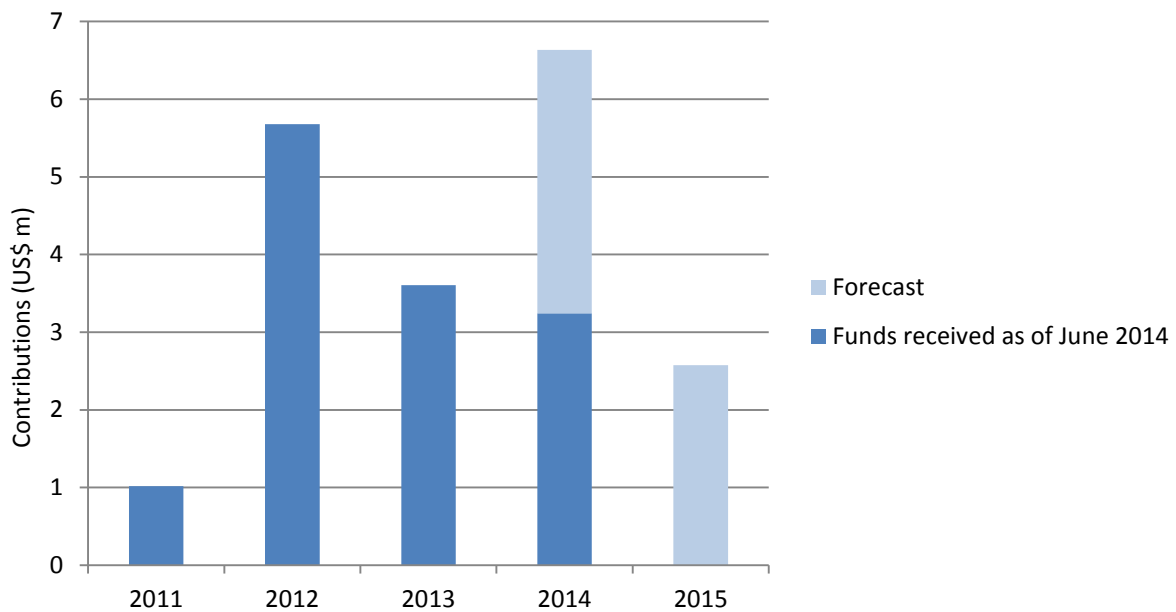


Source: SMS 2013 Financial Annual Report (SMS 2014).

4.61 Figure 4 and Figure 5 below, taken together, show that despite varying income, SMS has been able to smooth its spending (spending does not echo the annual fluctuations in income). Figure 5 shows that while the overall volume of expenditure has increased the composition of the annual budget has not changed substantially. Staff costs continued to account for the largest portion of expenditures (between 48%–53% of total expenditure over the period of this review).

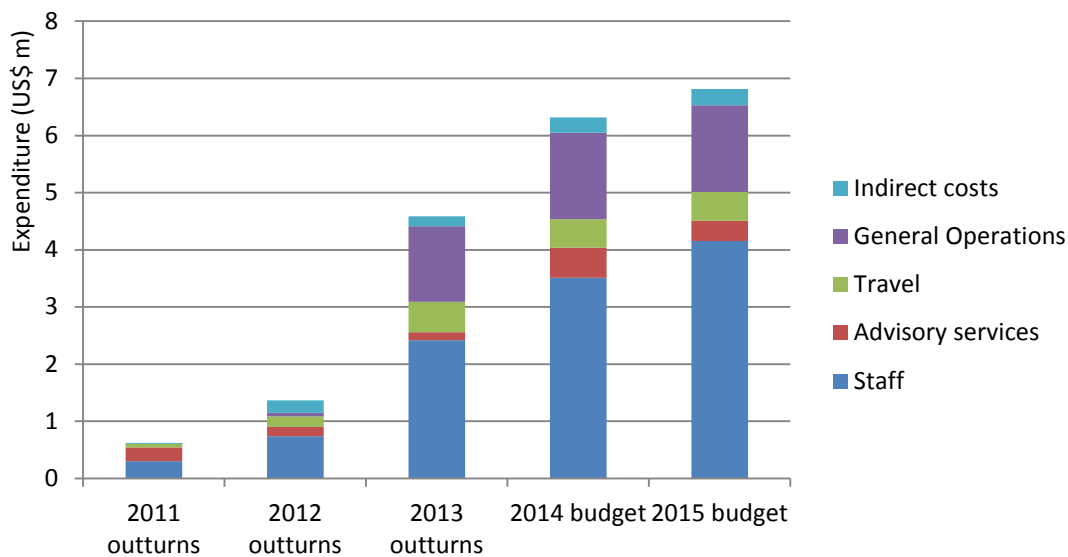
4.62 The growing absolute volume of funding to the SMS has allowed it to increase its staff in line with the recommendations of the Stewardship report. Interviews highlighted what the Stewardship report had also emphasized, namely that the SMS had been extremely stretched during the initial period of the Movement. The short quote from one of the SMS staff clearly reflects this: “I have never worked so hard in my life. While it was worth it, it was not something that I could have continued doing”.

Figure 4 SMS income 2011 – 2015



Source: SMS 2013 Financial Annual Report (SMS 2014).

Figure 5 Composition of SMS expenditure 2011 – 2015



Source: SMS 2013 Financial Annual Report (SMS 2014).

SMS Staffing

4.63 In its annual reports the SMS has argued for the importance of this expansion to reinforce the capacities of the Secretariat and to allow it to engage effectively with the increasing number of countries. From a foundation of 12 staff members in 2011, staff is expected to double to 24 by 2015 (see Table 5).

4.64 Table 6 below shows the SMS's present gender balance and degree of national diversity. Although the gender balance is good, staffing is dominated by personnel from high-income countries. On the other hand, no one country dominates (thus the twelve staff with European nationality are from six different countries, a total of 12 nationalities are represented, and no nationality has more than three representatives).

Table 5 SMS Staffing 2011 – 2015

	2011 actual	2012 actual	2013 actual	2014 budget	2015 budget
Staffing (number of FT-equivalent employees)¹					
Professional staff	7	10	13	18	18
Coordinator	1	1	1	1	1
Chief of Staff	1	1	1	1	1
COO	0	0	0	1	1
Policy advisors	4	7	10	14	14
Liaison EOSG	1	1	1	1	1
Administrative Staff	5	5	5	7	6
Administrators	1	1	1	1	1
FT Assistants	3	3	3	4	3
IT support	1	1	1	1	1
Reporting officer	0	0	0	1	1
Total	12	15	18	25	24

Source: SUN Movement Secretariat: *Evolution of Human Resources 2011 – 2015 (on June 2014)*, SMS 2013 Annual Financial Report (SMS 2014). Notes: 1. Those in post for less than a year still counted as a full staff member. Where a staff member is noted as part time for more than 50% of their time in post in a year, this is counted as 0.5 FT equivalents

Table 6 SMS staff: balance of gender and nationalities

Gender	Total
Male	9 (43%)
Female	12 (57%)
Nationality by Region	Total
Africa	3
Asia	1
Australasia	2
Europe	12
North America	3

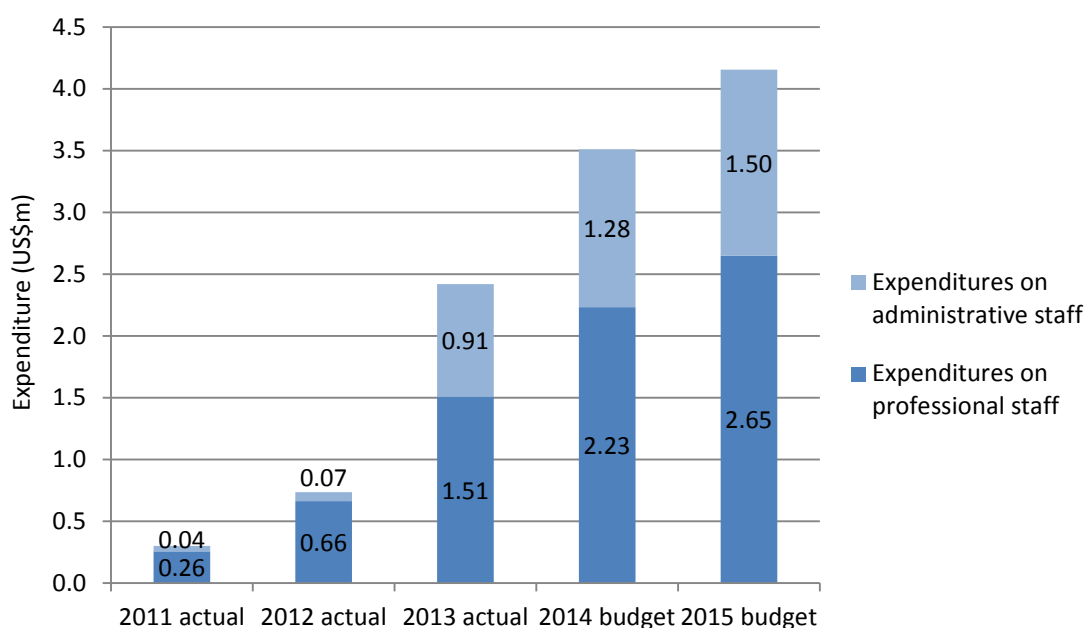
Source: based on SMS personnel data as of August 2014. "Europe" includes six nationalities.

4.65 Key to the growth in the professional staff has been the expansion of the cadre of policy advisors from four to its current level of 12. Two further staff will be recruited in the near future.

4.66 The second significant change to the professional staffing is the planned introduction of a Chief Operating Officer (COO) in the second half of 2014 or first half of 2015. This was envisaged in the initial provisional plan for the SMS in 2012, but recruitment was postponed in order to first stabilize the functioning and management of the SMS (SMS 2013p). It has since been postponed again, reportedly to enable reaction to the SUN ICE, and any emerging governance recommendations.

4.67 Despite growth in the budget for administrative staff, the expansion of this staff category in terms of numbers has been modest. The full evolution of SMS staffing is presented in Annex D, Figure 9.

Figure 6 SMS expenditure on Professional and Administrative Staff 2011–2015



Source: SMS 2013 Financial Annual Report (SMS 2014).

4.68 As detailed in Figure 6 above, the SMS staffing budget has grown in line with the general expansion of the SMS, and is expected to continue this growth in 2014 and 2015. In the first two years of its operation, over 85% of the staff budget was for professional staff, but rapid growth in the budget for administrative staff between 2012 and 2013 increased its share to 37% of the 2013 realised budget, a proportion which is set to continue through 2014 and 2015. Further details on the staffing of the SMS are provided in Annex D.

4.69 A brief comparison with another global initiative – the International Health Partnership (now known as IHP+), shows that from a comparable start (in terms of financing) the SMS has now grown to a size that significantly exceeds that of IHP+ (see Table 7 below), both in terms of funding and staffing. IHP+ is a relevant comparator to the SUN Movement as there are clear parallels between the two initiatives both in terms of what they endeavour to do and how they endeavour to do it (see Box 4 below).

Box 4 International Health Partnership (IHP+) as a comparator

IHP+ was launched in 2007 as an open, global partnership bringing together development partners (including governments, development agencies and civil society organisations) to ensure a more coordinated response to health. IHP+ places emphasis on countries – stressing that decisions about which priorities are included in national health plans as well as how stakeholders will coordinate at national level are to be guided by countries. IHP+ is open to all development partners and is voluntary (in terms both of sign-up and reporting). However, partners of the IHP+ sign a Global Compact and make a commitment to implement the Paris Declaration on Aid Effectiveness in the health sector. Although IHP+ provides small grants to countries to improve coordination as well as development and implementation of national strategies, IHP+ emphasises that it is not a funding body. Rather, it is a facilitator and a catalyst for bringing about change by (i) focusing attention on health coordination and results at country level; (ii) emphasising country leadership in planning; and (iii) developing tools to build confidence and commitment to national health plans and strategies.

In terms of the governance structure of IHP+, there are parallels as well as distinctions to be drawn with the SUN Movement. From 2010 to the end of 2013, overall governance and policy direction for IHP+ was provided by the Scaling Up Reference Group (SuRG) – which included representatives of all IHP+ signatories (57 in 2013). In addition, an Executive Team of 17 partners (development agencies, government representatives and civil society organisations) was in place to provide routine oversight and sharing of information and activities. A small Core Team, jointly staffed and managed by WHO and the World Bank, provides day-to-day coordination of the initiative. Whilst the function of the Core Team remains, various changes were made to the management structure of IHP+ towards the end of 2013/beginning of 2014¹⁹ including the Executive Team being replaced by a Steering Committee. However, this evaluation's comparison focuses on the period prior to 2013, given the relative recentness of the changes and the availability of data for both initiative.

Source: IHP+ website

4.70 It is beyond the scope of this report to provide a comprehensive comparison between the SMS and the IHP+ management structures or to provide comment on

¹⁹ Revisions to the IHP+ management structure in 2013 were intended to better represent stakeholders, whilst maintaining inclusivity across the partnership. The structure now in place in 2014 includes a 16-member Steering Committee, drawn from the different partners and providing strategic oversight; a Reference Group of technical staff; and the Core Team providing day-to-day oversight / management and coordination. In addition, three Working Groups were established. (IHP+ 2014d)

whether the IHP+ is achieving its endeavours. However, although both initiatives have a secretariat in place to oversee day-to-day coordination, resourcing of the secretariats is notably different, despite similar scale and operations of the initiatives. The IHP+ secretariat staff (Core Team) has remained small (4 full-time staff in 2011, with plans for funding a fifth in 2012) (IHP+ 2011c) despite significant increase in the number of signatories (to 35 in April 2010) two years after the launch of IHP+) and subsequently to 57 in 2013. Comparatively, two years after the launch of the SUN Movement, the SMS staffing was 15 with a similar number of ‘partners’ (countries) signed-up to the Movement (33 at the end of 2011, two years after launch) compared to IHP+ at a similar point in its lifespan. Alongside an increase in the number of countries in the SUN Movement, there has been an increase in the number of staff to 18 in 2014, with the number of countries rising at the end of 2013 to 48. Clearly the SUN model involves more intensive inputs from the secretariat. The ICE will explore this comparison further, and will also use the Global Partnership for Education (GPE) as a comparator which has somewhat similar aims to SUN but where the secretariat is (now) involved in the disbursement of substantial programmatic funds, while the GPE also exercises a stronger quality control function over the country plans that it endorses.

Table 7 Comparison of the secretariats of IHP+ and SUN

	SUN	IHP +
Date of establishment	2009	2007
Location of the Secretariat	Geneva	Geneva and Washington DC
Number of partners/signatories two years after launching	33 (SMS 2013m)	35 (IHP+ 2010)
Number of partners/signatories in 2013	48 (SMS 2013m)	57 (IHP+ 2013b)
Budget of the Secretariat in 2012	USD 1.37 million (SMS 2014)	USD 0.92 million (IHP+ 2012e)
Budget of the Secretariat in 2013	USD 5.04 million (SMS 2014)	USD 2.25 million (IHP+ 2013b)
Budget of the Secretariat in 2014	USD 6.92 million (SMS 2014)	USD 3 million (IHP+ 2014c)
Number of technical and administrative staff two years after launching	15	<i>Not available</i>
Number of technical and administrative staff (most recent available)	18 (SMS 2014)	4 (IHP+ 2011c)
Percentage of budget spent on staff (inc. travel)	57.7% (SMS 2014)	24.5% (IHP+ 2014d)

4.71 The growing staff has allowed the SMS to provide the inputs that are needed to the various constituent components of the SUN Movement (as detailed above). However, issues related to staffing have affected the continuity and calibre of staff that are employed.

4.72 A key area that was highlighted to the evaluation team, both by the senior management of the SMS as well as by staff themselves, relates to the contractual conditions of SMS staff. Table 8 presents a typology of SMS contracts, demonstrating the number of staff on Fixed Term Appointments (FTA) vs. Individual Contract Agreements (ICAs).

Table 8 Typology of SMS Staff Contracts 2011- 2015

	2011 actual	2012 actual	2013 actual	2014 budget	2015 budget
Frequency of Contract types¹					
United Nations Fixed Term Appointment (FTA)	6	7	7	7	7
Individual or Local Individual Contract (ICA) Agreement	6	7	10	17	16
Donor Secondment	0	1	2	2	2

Source: SUN Movement Secretariat: Evolution of Human Resources 2011 – 2015 (on June 2014), SMS 2013 Annual Financial Report (SMS 2014). Notes: 1. Frequency of contracts, where FT and PT contracts are counted equally, hence totals differing from FT staff. Assumes COO will be ICA as per the 2013 SMS report

4.73 Currently only eight members of staff have contracts that last into 2015. In addition, as shown in Table 8, the majority of staff are on ICA contracts. This means they are excluded from the advantages that are associated with the FTA contracts, including longer duration (in principle) and the benefits entitlements related to housing, insurance, dependents, schooling, etc.

4.74 When the SMS was initially established, half of its staff were reallocated from existing positions within the Office of the SRSG, and as such already held FTA contracts, which include these more beneficial secondary benefits. Apart from those initial six, all new staff for the SMS bar one have been recruited on ICAs. This was a deliberate decision in line with UNOPS policy, under which the SMS was viewed as a time-bound project until 2015, and as such ICAs were deemed more appropriate.

4.75 The evaluation found evidence that the contracting situation of the bulk of the SMS staff (i.e. those on ICAs), combined with the lack of clarity on the future of the SMS and the SUN Movement in general, is affecting the capacity of the SMS to recruit staff of the calibre it requires. To date it has successfully managed to hold on to (and even expand) its staff, who are attracted to working with the SMS for reasons of professional commitment and interest (and motivated to work with the SUN leader). However, the conditions that are offered through these contracts, and the lack of contractual security, are starting to affect the sustainability of the staffing of the Secretariat. Thus in the more recent period, the SMS has faced difficulties in attracting sufficiently qualified and experienced staff for the new positions and has also seen well qualified staff who have played a key role in the quality support that the SMS has provided leave for other more secure opportunities.

4.4 Preliminary conclusions and implications

4.76 The focus of the SMS has been on enabling and facilitating the work of the Movement. As such its time and energy has gone into providing inputs and support to the LG, the networks, and the countries (including a technical role in relation to the MPTF). The interviews and documentation to date support the conclusion by the ICE that the SMS has provided excellent and timely inputs into the work. The SMS has been reactive and adapted nimbly as new needs became apparent.

4.77 The evidence reviewed also provides support for the conclusion that the SMS has performed well in its role of supporting the LG and the networks and that it has provided useful inputs into the resource mobilization efforts. The SMS is found to have provided inputs of acceptable quality (or higher) across a range of areas (data, technical support to countries and to the MPTF approval process, etc.) and to the different structures that make up the Movement. The SMS has flexibly adapted and responded to need. The increases in its human and financial resources – in line with the recommendations from the Stewardship Report – have been enabling factors in the SMS response. At the outcome level, the increase in the number of countries that are part of the Movement is in part an indicator of SMS success, through the latter's role in supporting the different structures of the Movement. However, the growing number of countries that are joining the Movement, and the recent challenges in recruiting, are generating pressure on the Secretariat. The level of insecurity regarding the future of the Secretariat was noted as affecting the work and will need to be addressed as a matter of some urgency.

4.78 We have repeatedly stressed the limited and interim nature of this assessment of the SMS. We have sought as far as possible to provide an assessment of the SMS's qualities in advance of our overall assessment of the SUN movement as a whole. Our conclusion, based on the evidence reviewed to date, is that the SMS has played a *relevant* role in supporting implementation of the SUN movement's strategy; it has provided *effective* support to the Lead Group and to SUN's various networks. As regards *efficiency*, we have seen no evidence of conspicuous waste of resources, and the close observers we have interviewed regard the SMS as an efficient and productive unit. In our final report we will consider further whether the amount of funds expended on the SMS, and on the SUN movement in other ways, has been at an appropriate level. It has been argued strongly to us that the direct costs of the SUN movement are very small in comparison with the potential gains from improved nutrition. This contention will be considered further in our full report.

5. Interim recommendations and next steps

Discussion of alternative futures for the SUN

5.1 As noted earlier, we envisaged at Inception Report stage that the IPR would include a preliminary discussion of the range of possible future options for the SUN movement and its governance. However, this proved too ambitious: we still have considerable work to do (a) in completing key interviews related to SUN governance and management, and (b) in mapping SUN's place in the evolving nutrition architecture, so such a discussion would be premature. However, it is still important to encourage some discussion and reaction to possible options ahead of our final report. We propose therefore instead to prepare a brief discussion paper on possible futures for the SUN ahead of the Global Gathering. This will have the advantage also of drawing on the emerging findings from the CCSs. We intend to prepare the paper in late October, so that it can also inform the Global Survey we will be undertaking in early November.²⁰ The Global Gathering, between 16–18 November will bring together a large number of SUN stakeholders and will inter alia provide an excellent opportunity for the ICE team to engage with them; we are in discussion with the SMS how best to fit ICE-related discussions into the Global Gathering programme.

Ensuring continuity for the SMS

5.2 We have noted (§3.9 above) that almost everyone we have interviewed considers that SUN should continue, in some form, for several years beyond 2015. Accordingly, and in the light of our interim assessment of the SMS, we recommend the LG/VSG to take early action to ensure continuity for the SMS. As discussed above, the SMS is already handicapped by the uncertainty about its future. The LG should seek assurances of continued funding beyond 2015 that will enable the SMS to retain its staff on appropriate terms. The alternative of taking no action until a comprehensive future strategy for the SUN is worked out (taking account of the ICE final report and recommendations in December) would involve a lengthy delay and risk eroding one of the SUN movement's main assets.

Visioning process and management response to the ICE final report

5.3 The TOR (see Box 3 above) envisaged that the IPR would include an explanation of the process for "visioning" including the "management response" to ICE recommendations. It is important to map a clear process that can enable decisions on SUN's future to be made well before its current mandate expires at the end of 2015. This was recognised and strongly endorsed by the VSG during its meeting on 11 September 2014, and a proposal, including an outline of timing, was presented to the Lead Group meeting on 22 September. The process endorsed by the Lead Group is summarised in Annex E, and is designed to ensure that key strategic

²⁰ The Global Survey is described in detail in Annex M of the Inception Report. We would welcome the QAAs' prior review both of the proposed draft discussion paper and of the global survey instrument.

decisions can be made at the Lead Group meeting that is expected to take place in April 2015.

Annex A Evaluation Progress

1. Mokoro was informed of the selection outcome on 10 June 2014 and the contract was awarded on 20 June 2014. Following a series of preliminary calls with the Bill & Melinda Gates Foundation (BMGF) (on contractual issues) and with the SUN Secretariat (on scheduling the Geneva visit), the evaluation team have undertaken a series of activities, adhering to the timeline in Mokoro's technical proposal. The key activities undertaken to date are summarised below:

- **Observation of Country Network Calls (week of 16 June):** *Some team members were able to listen in to a sample of SUN's bimonthly conference calls with groups of SUN countries.*
- **Inception visit to Geneva (23–25 June):** *Stephen Lister (team leader), alongside Muriel Visser and Mirella Mokbel Genequand (core team members) and Lilli Loveday (research support/assignment manager) travelled to Geneva for a three-day series of meetings with the SUN Secretariat. Interviews conducted during the period are summarised in the table below. The visit was primarily a 'fact-finding' mission and opportunity to learn the history, structure and operations of the SUN Movement to form the basis of subsequent work and, importantly, to inform the team workshop. Interviews were also arranged with available agencies (Global Social Observatory and the SCN) based in Geneva.*
- **Appointment of Evaluation Manager:** *Following recommendations from the QAA panel, the BMGF identified and hired an Evaluation Manager to oversee the evaluation and facilitate communication between the evaluation team and relevant stakeholders (especially the Visioning Sub Group, the BMGF and the Secretariat). The team travelling to Geneva met with the Evaluation Manager (Ruwan de Mel) during the visit and he joined the team workshop in Oxford.*
- **Document assembly / review (10 June – on-going):** *Key documents have been collected and systematically filed in a Team Dropbox folder. Simultaneously, gaps in documentation and data have been identified and requested (where possible) or listed as follow-up activity as Global Analysis phase. This is an on-going task.*
- **Team workshop in Oxford (08-10 July):** *All core team members gathered at the Mokoro Headquarters in Oxford for a three-day workshop. (The Evaluation Manger also attended as an observer.) The workshop was primarily utilised to:*
 - *Ensure a common understanding of SUN and the SUN ICE requirements.*

- *Discuss evaluation methodology –evaluation matrix / theory of change; case study country selection and CCS methodology; stakeholder mapping.*
- *Plan next phases of work for team members.*
- **Interviews (between 25 June – 18 July):** *initial interviews with key individuals from SUN Networks and the Visioning Sub Group arranged. Intended to provide further context of and insight into the SUN Movement as well as understanding/ clarification of the requirements of the SUN ICE from key perspectives.*
- **Delivery of Inception Report (first draft 20 July, final draft 5 August):** *This document sets out a clear methodology (with detailed justification in Annexes) for the evaluation, as well as a work plan. It was endorsed by the Lead Group and subsequently published on the SUN website²¹, and will serve as a handbook for the team conducting the evaluation.*
- **Interviews (between 20 July and 1 September):** *interviews with additional stakeholders, as well as repeat (more in-depth) interviews with people reached during inception phase were undertaken by the core team, mostly on the phone. These focused on SUN governance (including, in particular the work of the SMS to meet the IPR SMS evaluation obligations) as well as the global networks. Table 9 below lists interviews conducted to date in chronological order.*
- **Global Analysis:** *team members undertook preliminary analysis at the global level on issues including financial tracking and aid flows, the global networks (country, donor, UN, civil society, business), comparator global partnerships, conflict of interest, the Movement’s M&E systems, efficiency and MPTF.*
- **Preparation for Country Case studies:** *libraries of country-relevant documents were compiled, as well as country dossiers, which provide summary information specific to the country, including a chronology, stakeholder list, key document summaries, data, and relevant excerpts from country network calls and interviews. Case study team leaders have begun to arrange and conduct advance interviews with country focal points, to introduce the evaluation and begin preparations for the country missions. Travel and other logistical preparations are well-advanced. For the countries being visited earlier, preparation of a Country Issues Paper*

²¹ http://scalingupnutrition.org/news/open-for-comment-sun-movement-independent-evaluation-inception-report#.VAXHE_ldVSI

spelling out the proposed programme and main themes that the CCS is expected to illustrate, have been drafted.

Table 9 Interviews conducted

Name	Position Title	Organisation	Interview date
<i>Inception Phase</i>			
David Nabarro	SUN Coordinator	SUN Secretariat	23/06/2014
Florence Lasbennes	Chief of Staff / SRSG Office	SUN Secretariat	24/06/2014
Delphine Babin-Pelliard	Country Liaison Officer	SUN Secretariat	24/06/2014
Pau Blanquer	Country Liaison Officer	SUN Secretariat	24/06/2014
Fanny Granchamp	Support Officer to the Country Liaison Officers	SUN Secretariat	24/06/2014
Patrizia Fracassi	Senior Nutrition Analyst and Policy Advisor	SUN Secretariat	24/06/2014
Martin Gallagher	Network Adviser	SUN Secretariat	24/06/2014
Fiona Watson	Advisory on Advocacy and Communication	SUN Secretariat	24/06/2014
Elena Gaino	Administrator	SUN Secretariat	24/06/2014
Matthew Cousins	Advisor to the Lead Group	SUN Secretariat	25/06/2014
Maria Pizzini	Advisor on Website and Communication	SUN Secretariat	25/06/2014
Thuy Nguyen	Advisor on Branding	SUN Secretariat	25/06/2014
Ralph M Doggett	Secretary Treasurer	Global Social Observatory	25/06/2014
Katherine A Hagen	Executive Director	Global Social Observatory	25/06/2014
Marcella Wüstefeld	Technical Officer	UNSCN Secretariat	25/06/2014
Lina Mahy	Technical Officer	UNSCN Secretariat	25/06/2014
Leslie Elder	Senior Nutritionist	World Bank	07/07/2014
Shawn Baker	Head of Nutrition	Bill & Melinda Gates Foundation	07/07/2014
Jean Pierre Halkin	Head of Unit (Rural Development, Food and Nutrition Security)	European Commission	08/07/2014
Claire Blanchard	Coordinator, SUN CSO Network	SAVE UK	08/07/2014
Jonathan Tench	Coordinator, SUN Business Network	GAIN	09/07/2014
Lawrence Haddad	Senior Research Fellow	IFPRI	09/07/2014
Paul Isenman	Independent Consultant	Self-employed	15/07/2014
Keith Bezanson	Independent Consultant	Self-employed	15/07/2014

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Name	Position Title	Organisation	Interview date
Anthony Lake	Chair of Lead Group / Executive Director UNICEF	UNICEF	16/07/2014
<i>Desk Review and Global Research phase</i>			
Steve Godfrey	Co-chair SBN Operations Committee	GAIN	17/07/2014
Nancy Walters	Global Coordinator	REACH	26/07/2014
Amb. Gerda Verburg	Chair of CFS	CFS	01/08/2014
Charlotte Dufour	Nutrition Adviser	FAO	04/08/2014
Martina Kress	Nutrition Adviser	FAO	04/08/2014
Robert Hughes	Nutrition Advisers	DFID	13/08/2014
Jane Keylock	Consultant	NutritionWorks	13/08/2014
Abdoulaye Ka	Head CLM (Cellule contre la malnutrition)	Government of Senegal	13/08/2014
Wilbald Lorri	PA to President of Tanzania	Government of Tanzania	13/08/2014
David McNair	Former interim Chair	SAVE UK	14/08/2014
Ellen Piwoz	Nutritionist	Bill and Melinda Gates Foundation	15/08/2014
Anthea Webb	Liaison Officer with EOSG	UNDP	18/08/2014
Lola Gostelow	Consultant, Nutrition Advisory Service	EC	19/08/2014
Jay Aldous	Director, Private Sector Partnerships	WFP	19/08/2014
Erin Mc Clean	Senior Nutrition Adviser	CIDA	19/08/2014
Delphine Babin-Pelliard	Country Liaison Officer	SUN Secretariat	20/08/2014
Pau Blanquer	Country Liaison Officer	SUN Secretariat	20/08/2014
Werner Schultink	Director of Nutrition UNICEF	UNICEF	20/08/2014
Richard Greene	Senior Deputy Assistant	USAID	20/08/2014
Tara Shine	Head of Research and Development	Mary Robinson Foundation	21/08/2014
Bjorn Ljungqvist	Former head of REACH	Independent	21/08/2014
Florence Lasbennes	Chief of Staff / SRSG Office	SUN Secretariat	22/08/2014

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Name	Position Title	Organisation	Interview date
Fiona Watson	Advisory on Advocacy and Communication	SUN Secretariat	22/08/2014
Maria Pizzini	Advisor on Website and Communication	SUN Secretariat	22/08/2014
Patrizia Fracassi	Senior Nutrition Analyst and Policy Advisor	SUN Secretariat	22/08/2014
Yannick Glemarec	Executive Coordinator	MPTF, UNDP	25/08/2014
Marc van Ameringen	CEO	GAIN	26/08/2014
Francesco Branca	Director of Nutrition for Health and Development	WHO	26/08/2014
Bertine Ouaro	Director of Nutrition (SUN Focal Point Burkina Faso)	Ministry of Health, Burkina Faso	26/08/2014
Nancy Walters	Global Coordinator	REACH	26/08/2014
Mike Zuijderduijn	Managing Director	MDF	27/08/2014
Anne Heughan	Global External Affairs Coordinator	Unilever	27/08/2014
Paul Isenman	Independent Consultant	Self-employed	27/08/2014
Meera Shekar	Lead Health and Nutrition Specialist	World Bank	27/08/2014
Francesco Branca	Director, Department of Nutrition for Health and Development	WHO HQ	28/08/2014
David Nabarro	SUN Coordinator	SUN Secretariat	29/08/2014
Matthew Cousins	Advisor to the Lead Group	SUN Secretariat	29/08/2014
Kornelius Schiffer	SUN Donor Network Convenor	GIZ	04/09/2014
Bjorn Ljungqvist	Former head of REACH	Independent	08/09/2014
Taryn Barclay	CSR manager	Cargill	08/08/2014

Annex B Mapping of work undertaken against the SMS Activity Indicators

The mid-term evaluation of the SMS requires an evaluation of SMS performance and progress on 12 SMS activity indicators in three results areas, as listed in the table below. The right-hand column presents a preliminary list of activities undertaken against each of these indicators, as reported in the SMS Annual Reports.

SMS Activity Indicator	Activities undertaken
Result Area 1: The SUN Movement Lead Group is able to exercise stewardship over the Movement, sustain the political attention to under-nutrition and increase investments in direct nutrition interventions and nutrition sensitive development.	
1.1- Provide assistance to Lead Group so that it can exercise accountable stewardship over the Movement in line with its Strategy and Roadmap	2013: <ul style="list-style-type: none"> • Organised formal (twice yearly) and informal meetings of the Lead Group. Provides them with updates outlining progress and challenges faced, prepares an agenda based on the most pressing issues, and prepares discussion papers and reports (including A State of the SUN Movement Report). • Maintained regular contacts with SUN Lead Group members (including through bilateral meetings and calls) with the objective of fostering their engagement • Provided monthly updates to the Lead Group Chair on progress/challenges • Recruited an external contractor to develop an M&E Framework for SUN Movement which was adopted in April 2013 2014: <ul style="list-style-type: none"> • Continuing to organize twice yearly meetings for the SUN Lead Group and provide them with updates outlining progress and challenges faced by the Movement against the Movement’s strategic objectives. Prepared summary notes, published on website. • Secretariat prepared and translated reports to the Lead Group on the status of the Movement, including an interim report on the state of the movement and 2014 Annual progress report (forthcoming). • Supported the Lead Group’s Visioning Sub Group (VSG) - responsible for overseeing the commissioning and execution of the Independent and Comprehensive Evaluation. This included seeking agreement on the scale and scope of the evaluation, the development of the TOR, the hiring of QAA, seeking funding for the evaluation, identifying suitable companies, and managing the call for proposals. • Continues maintain regular contacts with SUN Lead Group members (including through bilateral meetings and calls) with the objective of fostering their engagement.

SMS Activity Indicator	Activities undertaken
<p>1.2- Provide assistance to Lead Group Members and the Movement as a whole to undertake effective resource mobilization for addressing undernutrition</p>	<p>2013:</p> <ul style="list-style-type: none"> • Supported the efforts to mobilize resources for scaling up nutrition in countries and kept Lead Group members informed of these developments through information notes and regular contacts (note: lack of detail) • Provided members of the Lead Group with messages that empower them to advocate for substantially increased financing that supports national plans for scaling up nutrition, including developing presentations on the costing exercise undertaken by SUN Countries to estimate costs for implementing multi-sectoral strategies to scale up nutrition. • Provided support to countries to reconcile external and internal funding against the national costed plans • Supported work by the SUN Donor Network to establish a consistent method for tracking financial investments in nutrition, in particular focusing on ensuring that the tracking of spending is consistent with the process of costing plans. The Secretariat, with the European Commission and United Nations Standing Committee on Nutrition, co-hosted a Technical Meeting on Monitoring Nutrition Results on 4 March 2013. • The Secretariat supported the preparation of – with specific inputs on costing – the N4G meeting hosted by the Governments of the United Kingdom and Brazil and CIFF in June 2013. <p>2014:</p> <ul style="list-style-type: none"> • Worked with specialized agencies for the dissemination of harmonized messages on the costs as well as economic and social returns for investments on nutrition. In particular, provided members of the Lead Group with messages that empower them to advocate for substantially increased financing that supports national plans for scaling up nutrition. • With support from MQSUN, compiled a synthesis report on the costing exercise undertaken by twenty SUN Countries for implementing multi-sectoral strategies to scale up nutrition. • Commissioned a consultancy in May 2014 to develop a feasible methodology for Governments to track budget allocations in their published national budgets. Based on the review of published data from 28 national budgets, a three-step methodology is emerging as the most acceptable and feasible way for countries to track resources for nutrition. • Supported the SUN Donor Network to reach a consensus in December 2013 on a consistent method for tracking financial investments in nutritional outcomes. The method is now published in the SUN website and has been used by twelve donors to estimate their financial disbursement in 2010 and 2012.

SMS Activity Indicator	Activities undertaken
<p>1.3- Provide assistance to Lead Group Members to oversee the accountability of the overall SUN Movement</p>	<p>2013:</p> <ul style="list-style-type: none"> • Recruited an external contractor to develop an M&E Framework for SUN Movement which was adopted in April 2013, and provided technical expertise including facilitation of consultation with networks and countries, constituting a Reference Group to support the work, and organising a design workshop. • As part of this exercise, undertook a retrospective stocktake on the context for nutrition in 2010, pre-SUN. • With the technical support from the consultancy company, established the baseline for the Movement at September 2012 for a point of comparison for future M&E. • Prepared progress reports for the Lead Group including a synopsis of the 2013 State of the SUN Movement Progress Report and the 2013 Draft State of the SUN Movement Progress Report. The Lead Group uses these reports for assessing the status and challenges of the Movement and shares the strategic stewardship the Lead Group is asked to provide. <p>2014:</p> <ul style="list-style-type: none"> • Data collection through self-assessment by in-country stakeholders was rolled out in 2014. With technical support from an external consultancy company (MDF Training & Consultancy), tools for in-country self-assessments and reporting were designed and shared with SUN Country Government Focal Points. • The Secretariat provided technical support to countries to clarify the assessment and reporting process and undertook at least one individual call with each country undergoing the self-assessment. The Secretariat analysed the information coming from in-country self-assessments and reporting and developed country profiles. These were then sent back to countries for their validation. • Provided ongoing support to the LG and VSG for launching the Independent Comprehensive Evaluation (ICE). This included ensuring consensus on the scale, scope and parameters of the evaluation and the process needed to draft the Terms of Reference; options for recruiting a company; fundraising for the evaluation; recruitment of three Quality Assurance Advisors; call for proposals and the facilitation of the decisions needed to hire the winning bid. • In June and July 2014 the Secretariat provided the ICE with facilitation support and documentation to ensure that the evaluation can be completed in the timeframe and within the budget allocated.

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SMS Activity Indicator	Activities undertaken
<p>1.4- Enable Lead Group members to undertake effective High Level Advocacy</p>	<p>2013:</p> <ul style="list-style-type: none"> • Organized an informal meeting of the Lead Group to encourage Lead Group members to undertake high level advocacy • Prepared key advocacy messages for Lead Group members on the occasion of high level events (such as Davos and high-level N4G event). • Requested Lead Group members to provide an update on the work they are undertaking in advocating for SUN in their individual and collective spheres of influence in preparation for the interim State of the Movement report. • Provided the Lead Group with key messages for specific global ‘moments’. <p>2014:</p> <ul style="list-style-type: none"> • Continued to provide targeted advocacy and communications support to SUN Movement stakeholders, including key advocacy messages for the Lead Group members at the occasion of high-level events. Short briefing materials were developed by the Secretariat and made available through the SUN website. • Speeches and articles were written and videos were recorded by the Coordinator of the SUN Movement for high level international and national events to advocate for nutrition.
<p>1.5- Foster greater understanding of the SUN Movement and its progress</p>	<p>2013:</p> <ul style="list-style-type: none"> • With the technical support from GMMB, ensured the development, update and maintenance of the scalingupnutrition.org website • Recruited a consultancy company (Euroscript) for the translation of the website • Identified topics for and prepared briefing notes on areas including obesity, adolescent girls and Nutrition Justice. • Produced monthly e-newsletters on the latest developments across the movement, upcoming opportunities and emerging research and evidence • Led the drafting and coordinated the translation and printing of the 2013 State of the SUN Movement Progress Report. • Led the drafting of the Summary Report of the SUN Movement Global Gathering with key conclusions and recommendations. <p>2014:</p> <ul style="list-style-type: none"> • With technical support from a website company (Upwelling), ensured the update, improvement and maintenance of the scalingupnutrition.org website. Improvements have included a review of mobile usage options, navigations tools and better segmentation of documents and news, new pages on key topics including conflict of interest and the Independent and Comprehensive Evaluation, country pages, and an events calendar.

SMS Activity Indicator	Activities undertaken
Result Area 2:²² Each SUN Country is better able to bring together national stakeholders for implementation of effective actions to Scale Up Nutrition, to learn how best to do this from experiences of other SUN countries and to access aligned external support for realising its objectives.	
<p>2.1. Support SUN Countries to ensure they have timely access to the technical expertise they need</p>	<p>2013:</p> <ul style="list-style-type: none"> • Organized teleconferences with SUN Government Focal Points every two months, chaired by the SUN Movement Coordinator, on strategic issues such as costing and implementation of country plans, development or strengthening of M&E systems; as well as updates on country progresses, achievements, news, challenges, difficulties, concerns and needs related to national efforts for scaling up nutrition. • Developed minutes and summary notes of the discussion which were translated and shared with the Focal Points for their comments • Worked with the SUN Government Focal Points as they track progress and made country information regularly available through Country Progress Update Tables which track progress by SUN Countries around four processes indicators • Based on the country update tables, developed SUN Country Briefs which summarize information on progress by Countries and which are updated, translated and made available on the website • Produced a produce a Details of Country Progress as part of the Progress Report, collating information on countries organized around the four process indicators • Led the organization of the SUN Movement Global Gathering, which took place on 23 and 24 September 2013 in New York on the occasion of the UNGA • Undertook a systematic o stock-tacking and mapping of knowledge gaps, learning interests, and best available practices within SUN Countries that could serve for a learning exchange between different SUN Countries. • Recruited an individual external consultant to help undertake a mapping exercise of the knowledge gaps and learning interests that can serve for a learning exchange between different SUN Countries. • Facilitated the analysis of national plans with support MQSUN to estimate the overall costs of implementing nutrition plans. • Between August and December 2013, the Secretariat and UNICEF ESARO worked with three global economist experts to understand the practical challenges in costing and tracking investments for nutrition and undertook a review of existing and potential public finance management systems • Facilitating links with MQSUN to provide technical assistance to countries that are in the process of developing their

²² The Outcome Area quoted in the ICE TOR appears erroneous: "Provide assistance to Lead Group Members – and the Movement as a whole - to undertake effective resource mobilization for addressing under-nutrition." is actually one of the indicators under Outcome Area 1.

SMS Activity Indicator	Activities undertaken
	<p>national costed plans or that are struggling with formulating local budgets to implement their national costed plans and/or are looking at ways to track domestic and external resources to identify and address gaps.</p> <ul style="list-style-type: none"> • Developed a standardized definition of Specific Nutrition Actions, Nutrition Sensitive Approaches and Nutrition Governance to inform the analysis of the costed plans. • Alongside an individual external consultant, supported a consultation process on Conflict of Interest in the SUN Movement <p>2014:</p> <ul style="list-style-type: none"> • Developed a tool which aims at facilitating prompt and efficient response to country requests for support. This internal tool is based on the Secretariat intranet and gathers all requests made by SUN Government Focal Points and that fit into the C2D framework. The tool also enables to store all the communications and documents related to the request (official communication, terms of reference of support offered, and deliverables) and elaborate statistics. • In April 2014, the SUN Movement Lead Group endorsed the establishment of 'Communities of Practice' (CoP) as a potential mechanism for ensuring that technical support can more easily be accessed by countries and that best practices can be shared. Activities are therefore detailed under each COP. <p><i>Communities of Practice One (CoP1): planning, costing, implementing and financing for multi-sectoral actions for improved nutrition</i></p> <ul style="list-style-type: none"> • (see against 1.2) • The Secretariat supported the UN Network to conduct a workshop in November 2013 in Nairobi, Kenya, on costing and tracking of investments for improved nutrition. • With support from MQSUN is currently creating an online version of the tool used by MQSUN to aggregate and analyze the costed plans shared by countries. This tool will help the users to identify by categories and or/by sectors interventions and activities that have been included in the national plans. • Organizing a workshop in Benin (tentatively in October 2014) for Francophone countries on costing, tracking and assessing investments for nutrition. Also working with UNICEF regional offices to organize similar workshops in Asia. <p><i>Community of Practice (CoP2): Social mobilization, advocacy and communication for scaling up nutrition</i></p> <ul style="list-style-type: none"> • (see against 2.3) <p><i>Community of Practice Three (CoP3): The reliable monitoring of progress, evaluation of outcomes and demonstration of</i></p>

SMS Activity Indicator	Activities undertaken
	<p><i>nutrition results</i></p> <ul style="list-style-type: none"> • Worked closely with Columbia University to finalize their study on the potential for public health and agriculture investments to affect key underlying determinants that are most strongly associated with stunting prevalence. • Supported the UN Network to conduct a workshop in May 2014, in Nairobi, Kenya on Monitoring Implementation and Demonstrating Results. • Collaborating with the multi-stakeholder initiative to support countries in the establishment of national information platforms for nutrition, which is led by the EC and DFID, including initial consultation with in-country stakeholders on feasibility. • Worked with Community Systems Foundation to develop a response to countries that require immediate support to build their capacities on the use of existing national and subnational multi-sectoral socio-economic databases for management, analysis and dissemination of nutrition data. • Working with the CSO Network and with the UN Network (REACH) to finalize a stakeholder mapping and monitoring tool that will contain the minimum required information for use by different actors within and across countries. <p><i>Communities of Practice Four (CoP4): Functional capacities for coordinated and effective SUN actions</i></p> <ul style="list-style-type: none"> • Developed a conceptual framework that identifies functional capacity areas that need to be strengthened at the national level to improve multi-stakeholder nutrition governance, based on information from country focal points and MSPs • Working in coordination with the SUN Civil Society and the Business Global Networks to promote further engagement and align the action of these type of stakeholders to scaling up nutrition platforms and processes at the national level. • Partnered with the PROCASUR Corporation to develop a pilot programme to improve sharing and learning initiatives between national SUN Movement multi-stakeholder platforms for scaling up nutrition. The programme is supported by MPTF and combines both face-to-face and web-based learning activities within a capacity building environment known as a “Learning Route”. The first Learning Route has been held from 26 May to 1 June 2014 in Senegal and the second will be held from 8 to 14 September 2014, in Peru. • Continued to support the process initiated in September 2012 to help all within the Movement be better able to prevent and manage conflicts of interest within the SUN Movement
2.2. Track progress in SUN Countries	<p>2013:</p> <ul style="list-style-type: none"> • Supported new SUN Countries to report and demonstrate their progress in Scaling Up Nutrition along the four processes • Initiated a qualitative evaluation of the four processes to assure quality, consistency and credibility of joint reports

SMS Activity Indicator	Activities undertaken
	<ul style="list-style-type: none"> • Prepared documentation of best practices for scaling up nutrition along the four processes • Worked with the SUN Government Focal Points as they track progress and made country information regularly available through Country Progress Update Tables (Country Fiches), which track progress by SUN Countries around the four processes indicators. These Country Fiches were included in the annual 2013 Progress Report to assess progress of countries in implementing the different progress indicator markers of the M&E framework. • Prepared the 2013 SUN Progress Report with compiled country information on progress along the four SUN processes • With support from MQSUN, completed the cost analysis of 20 national plans • Developed a standardized definition of Specific Nutrition Actions, Nutrition Sensitive Approaches and Nutrition Governance to inform the analysis of the costed plans • Recruited Columbia University for the development of a conceptual model for simulating the impact of multi-sectoral approaches to scaling-up nutrition • Alongside an individual external consultant, supported a consultation process on Conflict of Interest in the SUN Movement • Alongside an individual external consultant, undertook a mapping of a mapping of knowledge gaps, learning interests, and best available practices that can serve for a learning exchange between different SUN countries • Engaged strategic discussion on possible Regional Resource Centres, and continued exchanges with countries proposing to set up Regional Learning Hubs • Contributed to technical preparations for HL N4G event <p>2014:</p> <ul style="list-style-type: none"> • Organised 4 teleconferences with SUN Government focal points. During SUN Country Network calls, SUN Government Focal Points are asked to inform the Secretariat and other participating countries on progresses, achievements, news, challenges, difficulties, concerns and needs related to national efforts for scaling up nutrition. The Secretariat also use the calls to discuss with countries on specific nutrition issues, brief participants on global and regional events, as well as inform them on the conclusions of conference calls with SUN Network Facilitators and Lead Group meetings. • Worked to enable new SUN Countries (11) to report and demonstrate their progress in Scaling Up Nutrition around four processes indicators (outlined in the SUN Movement Strategy) thanks to a baseline template to fill by each new country. The Secretariat updated the Country Progress Update Tables of the other 43 SUN Countries. • 37 countries conducted self-assessments using the guidance material and, where requested, with telephone support from the Secretariat. Their results were collated and used as a basis for the 2014 assessments that are included in the SUN Movement 2014 Annual Progress Report to assess progress of countries in implementing the different

SMS Activity Indicator	Activities undertaken
	<p>progress indicator markers of the M&E framework. The Secretariat itself undertook the assessments for the three countries that were unable to complete their self-assessments. These profiles constitute the Compendium of Country Profiles accompanying the SUN Movement 2014 Annual Progress Report</p>
<p>2.3. Empower stakeholder advocacy and communication</p>	<p>2013:</p> <ul style="list-style-type: none"> • Produced a detailed mapping of both the progress and requests for support for Advocacy and Communications from SUN countries • Provided targeted advocacy and communications support to multi-stakeholder platforms (including key message to the Lead Group for the participation at World Economic Forum 2013 and Nutrition for Growth event). • Produced revised TOR for the Scaling Up Nutrition Advocacy and Communication Team <p>2014:</p> <p><i>Community of Practice (CoP2): Social mobilization, advocacy and communication for scaling up nutrition</i></p> <ul style="list-style-type: none"> • The Secretariat has developed a concept note for a CoP on SMAC. The concept note sets out the process for identifying country gaps and requirements for support for SMAC and the potential resources for responding to those needs. • The Secretariat has started to map actions, gaps and requirements in all SUN Countries through information gained from SUN Country Network calls. • A number of international non-governmental organisations and agencies that specialize in supporting countries in advocacy and communication for development have been identified by the Secretariat. These agencies provide a potential pool of providers with the appropriate technical expertise and resources to respond to countries' requests for different forms of SMAC support. The Secretariat has begun to match up requests for support with agencies able to provide the requisite resources.
<p>Result Area 3: Stakeholders from self-governing and mutually accountable SUN Networks respond to needs of SUN Countries in a timely and effective way and contribute to responsive and aligned assistance to SUN Countries.</p>	
<p>3.1. Ensure that the four SUN stakeholder networks provide an optimal service when receiving and responding to requests identified by governments and other stakeholders within SUN Countries</p>	<p>2013:</p> <ul style="list-style-type: none"> • SMS participated in meetings of individual Networks to encourage ways in which they can respond to country needs in a fully and transparent manner • Convened some network meetings including a Donor Network meeting on Resource Tracking and an M&E Design Workshop for Network Facilitators. • Organized six-weekly SUN Networks Facilitators' calls which include briefing on Country Networks calls, and prepared, translated and shared minutes. • Maintained on-going informal contacts with SUN Networks Facilitators on one to one basis including monthly calls. • The Secretariat maintained contact with individual networks to ensure that their activities are reflected in the

SMS Activity Indicator	Activities undertaken
	<p>website content.</p> <ul style="list-style-type: none"> • Participated in all SUN Donor Network calls and meetings including the “Scaling Up Nutrition Senior Officials Meeting” in Brussels on March 14-15, 2013 and the “SUN Donor Senior Officials Meeting” in New York (September 2013). • Participated in some SUN UN and CSO Network calls and advised/commented on the development of key network documents • Participated in the SUN Business Network Launch (December 2012), the CSO Network Launch (June 2013) and the UN System Network Launch (August 2013). • Participated in some SUN UN Network calls • SMS maintained contact with individual Networks to ensure Networks’ activities are reflected in the website content. <p>2014:</p> <ul style="list-style-type: none"> • Convened four Network Facilitators' Meetings: two calls (11 November 2013, 21 May 2014) and two face-to-face in Geneva (12 February 2012, 31 July 2014). The Secretariat prepared detailed background materials for the Network Facilitators Meetings and minutes of the discussions • Participated in seven Donor Network calls. • Provided background material for “Scaling Up Nutrition Senior Officials Meeting” in Zambia (01-03 December 2013) and the “SUN Donor Senior Officials Meeting” in Washington (10 April 2014) with the Synthesis Report of Costed Country Plans to support the discussion on how the network can respond to country needs. • Supported a number of technical meetings organised by the Donor Network, including on National Evaluation Platforms for Nutrition (27 March 2014). • Attended two SUN Civil Society Network (CSN) Steering Group calls. • Prepared a detailed report on the role of the UN system in nutrition to support the meeting of the UN Network Technical Group and Heads of Agency on Network's structures and strategic priorities for the future. • Provided support to the preparation of and participated in the UN Network Technical Group 'face-to-face' Meeting on 01 & 02 April 2014 (Rome). • Instituted monthly catch-up calls with the SUN Business Network Manager with a view to understanding each other’s priorities and areas for collaboration.

SMS Activity Indicator	Activities undertaken
<p>3.2. Ensure that strategies and actions of SUN Networks are in synergy with the overall SUN Movement strategy, and that they are monitored, reviewed and updated regularly</p>	<p>2013:</p> <ul style="list-style-type: none"> • Liaised with all SUN Networks to facilitate their contribution to the development of M&E Framework for the SUN Movement and the GSO Consultation on Conflict of Interest • Ensured that country needs are communicated to Networks as standing item of Network Facilitators' Calls • Brought together SUN Networks with SUN Government Focal Points through the SUN Movement Global Gathering (September 2013). <p>2014:</p> <ul style="list-style-type: none"> • Since March 2014 the Secretariat has invited Network Facilitators to participate in SUN Country Network calls. • As part of the broader 'Capacity to Deliver' initiative a tracking tool has been developed to track country requests and responses facilitated through the Secretariat [see Output 2.1]. • Surveyed all SUN Networks, through a self-assessment exercise, on their performance against the 'progress markers' included in the M&E Framework. • Consulted the SUN Network Facilitators on the development of the SUN Movement 2014 Annual Progress Report [see Output 3.4].

SMS Activity Indicator	Activities undertaken
<p>3.3. Provide support to the functioning of the SUN Multi-Partner Trust Fund</p>	<p>2013:</p> <ul style="list-style-type: none"> • Supported the MPTF Management Committee in reviewing proposals for consistency with agreed SUN principles and SUN MPTF criteria. • Facilitated the revision of the MPTF reporting formats to align to overall M&E Framework SUN Movement and for increase sharing of good practice. • Organized and reported on the MPTF Management Committee meetings. • Prepared, in collaboration with the MPTF Office, the 2012 Annual Report of the MPTF and a new call for proposals. <p>2014:</p> <ul style="list-style-type: none"> • Prepared criteria for a new call for proposals for SUN Movement MPTF Window II. • Worked with the PROCASUR Corporation to develop a Pilot ‘Learning Route’ Programme with the approval of the SUN MPTF Management Committee. The Management Committee approved a proposal for USD 621,000 for one year in November 2013 [see Output 2.1]. • Worked closely with the MPTF Secretariat to produce the 2013 SUN Movement MPTF Annual Report. This report features progress of the first nine projects which were awarded funding in 2013. It also provides and analyses of lessons learned from these projects and identifies a set of challenges for the operation of the SUN Movement MPTF. • At the request of the Management Committee, prepared an overview of the time lag between the transfer of funding from the Participating UN Organizations to the Implementing Partners.

SMS Activity Indicator	Activities undertaken
3.4. Facilitate communication, learning and engagement across the Movement	<p>2013:</p> <ul style="list-style-type: none"> • Ensured that all relevant documents are translated and shared on the website • Produced web-based updates on work underway such as the M&E Framework, Costing of National Nutrition Plans and the Consultation on Conflict of Interest • Prepared case studies of good practice from across the Movement <p>2014:</p> <ul style="list-style-type: none"> • Bumper stickers, brochures, briefs, powerpoint presentations are produced, updated, translated, printed and made available on the website as well as delivered to SUN Country multi-stakeholder platforms, SUN Networks and other Movement stakeholders. • In November 2013, the Secretariat recruited a consultancy company (Strategic Agenda) for the translation of the website and other documents in Portuguese. Euroscript remains the translation company for French, Spanish, Arabic and Russian. • Continuing to produce web-based updates on work underway such as: a) an improved navigation function to explore SUN Country pages across the four processes (this will go live in last quarter of 2014); b) a civil society world map highlighting SUN Countries which have Civil Society Alliances; c) improved tagging of documents to ensure the search function operates more effectively; and d) an added “bread crumb” bar to aid navigation anywhere on the website. • Increased the SUN Movement engagement in nutrition dialogue and promotion of country led efforts to scale up nutrition through Twitter and Facebook. • Improved the identity of the SUN Movement with a logo update and additional communications materials. • Led the development of SUN Movement news guidelines to share with SUN Government Focal Points and SUN Networks to further strengthen the focus of SUN Movement news towards country led efforts supported by multiple stakeholders. • Leading the drafting and coordinating the and printing of the SUN Movement 2014 Annual Progress Report and its Compendium of Country Profiles. • Leading the organization of the second SUN Movement Global Gathering. The logistical and administrative arrangements for the Global Gathering are managed by the SUN Movement Secretariat together with the World Food Programme which will host the Gathering; the Secretariat also ensures that its costs are fully covered.

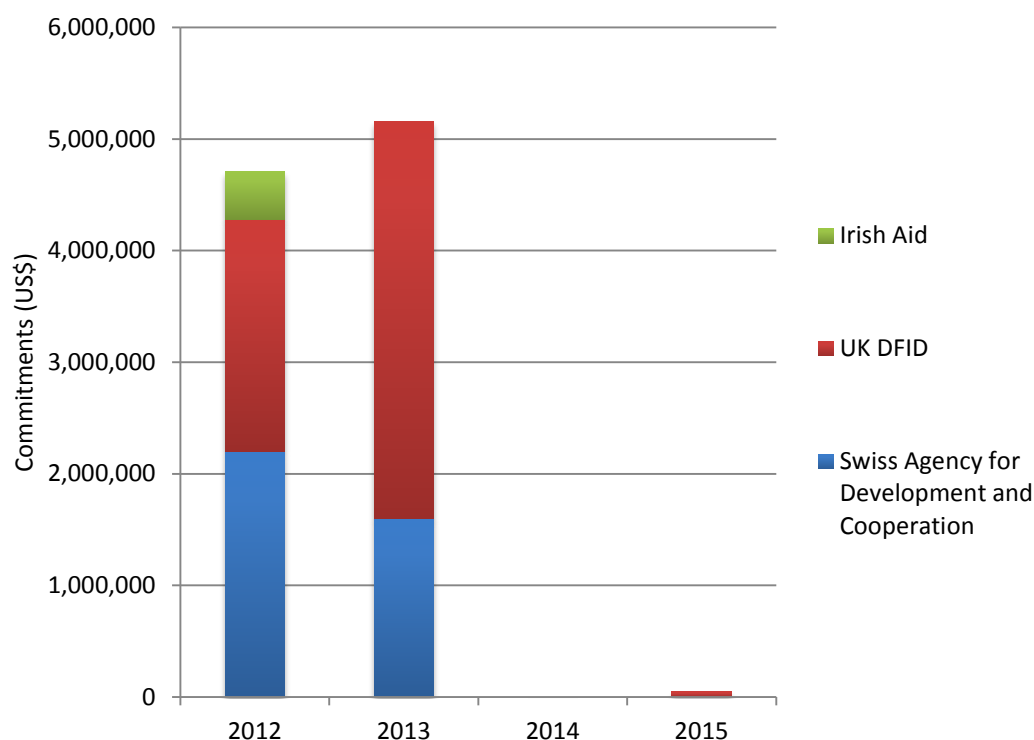
Sources: SMS Inception Report December 2012 – June 2013, SMS Annual Narrative Report 1 October 2012 – 30 September 2013, SMS Annual Narrative Report 1 October 2013 – 31 July 2014.

Annex C MPTF Objectives, Funding and Recipients

1. The MPTF was intended to catalyse support for the scaling-up of nutrition; it is emphatically not a vertical fund to finance nutrition programmes. It was established with three funding windows, which reflect its three primary areas of work, namely to provide support for:
 - i. Initial SUN actions at country level to galvanize their commitments to the principles of the Movement
 - ii. Mobilizing of Civil Society to contribute to the goals of the SUN Movement; and
 - iii. Global SUN strategic efforts
2. A Management Committee (MC) was established to run the MPTF. The responsibility of the MC is to review proposals and decide on the allocation of funds.²³ The MC is administered by the UNDP Multi-Partner Trust Fund Office (MPTF Office), which also carries responsibility for other UN Multi-partners trust funds.
3. To ensure coherence with the work of the SUN Movement, the latter was entrusted with various responsibilities with respect to the MPTF. The Coordinator of the SUN Movement is the Chairman of the MC. In addition the SUN Secretariat also provides substantial technical inputs into reviewing proposals. The involvement of the SUN in the MPTF is considered critical in ensuring consistency between decisions of the SUN Lead Group and the catalytic support function of the MPTF.
4. Details of funding and grant allocation and disbursement to date are given below.

²³ The MC is composed of all UN Organizations participating in the SUN Movement MPTF, including WFP, UN REACH, WHO, and UNOPS and Contributors. FAO and UNICEF together with CS network facilitators participate as observers.

Figure 7 Donors to SUN MPTF 2012 - 2015



Source: UNDP MPTF gateway

Table 10 MPTF Delivery 2012-2014

Year	Approved budget	Transfers (to UN agencies)	Expenditure (by implementing partner)	Delivery rate
2012	2,140,000	2,140,000	0	0.00%
2013	2,777,800	2,777,800	1,636,039	58.90%
2014	4,033,372	4,033,372	805,505	20.00%
Total	8,951,172	8,951,172	2,441,543	27.30%

Source: UNDP MPTF gateway

Table 11 MPTF Recipients (Jan 2012–Dec 2014)

Countries	Project	Approved budget (US\$)	Expenditure (US\$)
Bangladesh	SUN 02/BGD/001 "Civil Society"	535,000	231,722
Guatemala	SUN 02/GUA/003 "Civil Society"	428,000	21,799
Malawi	SUN 02/MWI/004 "Civil Society"	428,000	131,183
Mozambique	SUN 02/MOZ/006 "Advocacy"	428,000	213,699
Nepal	SUN 02/NPL/007 "Civil Society"	428,000	142,459
Niger	SUN 02/NER/008 Sensibilisation	428,000	168,604
Ghana	SUN 02/GHA/002 "Civil Society"	374,500	212,500
Mali	SUN 02/MLI/005 Civil Society	374,500	193,550
Uganda	SUN 02/UGA/010 CivSoc Cap Stre	321,000	0
El Salvador	SUN 02/SAL/013 CSO mobilizatio	299,600	0
Kenya	SUN 02/KEN/018 Mobilizing Civi	299,600	0
Madagascar	SUN 02/MDG/023 Civil Society P	299,600	0

SUN Independent Comprehensive Evaluation – Interim Progress Report

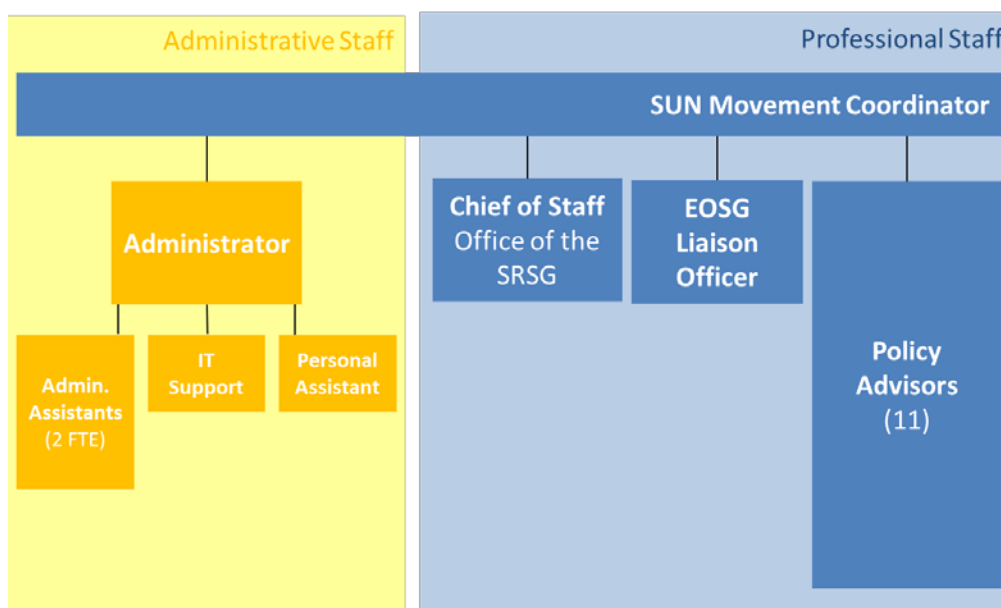
Sierra Leone	SUN 02/SLE/022 Mobilised Civil	299,600	0
Guinea	SUN 02/GIN/019 Civil Society M	289,000	0
Peru	SUN 02/PER/014 Childhood Nutri	278,200	18,200
Lao People's Democratic Rep	SUN 02/LAO/015 CSO Alliance	267,500	153,782
Zimbabwe	SUN 02/ZWE/021 Supporting Civi	256,800	0
Rwanda	SUN 02/RWA/024 Coordinated CSO	240,750	0
Kyrgyzstan	SUN 02/KGZ/020 Structural Supp	235,400	0
Sri Lanka	SUN 02/LKA/017 Civil Society A	235,400	0
Myanmar	SUN 02/MNM/016 Civil Society A	224,700	224,700
Senegal	SUN 02/SEN/025 Gouvernance	212,963	0
Burundi	SUN 02/BDI/027 Strengthen CS r	209,059	0
UN			
United Nations	SUN 01/GLO/001 PROCASUR	642,000	324,552
	SUN 02/GLO/012 "Civil Society"	856,000	344,893
	SUN 03/Monitoring & Evaluation	60,000	59,900
Total		8,951,172.00	2,441,543.40

Source: UNDP MPTF gateway

Annex D SMS Staffing and Structure

1. The SMS is composed of professional staff and administrative staff. The professional staff and SMS as a whole is headed up by the Sun Coordinator, in the form of the SRSG. He is supported by the Chief of Staff in the Office of the SRSG, however this position is funded under the budgets of other activities of the SRSG office, and as such is not included in the SMS budget. Along-side them, a Liaison Officer ensures sufficient communication with the Executive Office of the UN Secretary General (EOSG). The rest of the professional staff is composed of a growing cadre of Policy Advisors, each with a specialist focus area, including in relation to the three core constituencies with which the SMS interacts (the networks, the Lead Group, and countries) as well as cross-cutting themes such as nutrition analysis, data management, communications, branding and MPTF. Most of the Policy Advisors are financed from the SMS budget, with the exception of two donor secondments.
2. Alongside the professional staff sit an administrative or facilitative team, which spans both Geneva and New York, and is headed by an Administrator in Geneva supported by a number of assistants. Additional support staff currently include an officer for IT management.
3. The SMS organisational structure is relatively flat, in that it is headed by the Coordinator, under whom the other staff members sit, each with key distinct roles. There is limited hierarchy below the Sun Coordinator. This is depicted in Figure 8 below (note: this is the construction of the Evaluation Team, no official SMS organogram for the SMS was identified.)
4. Evolution of SMS staffing is shown in Table 12 and Figure 9 below.

Figure 8 SMS Structure (as of June 2014)



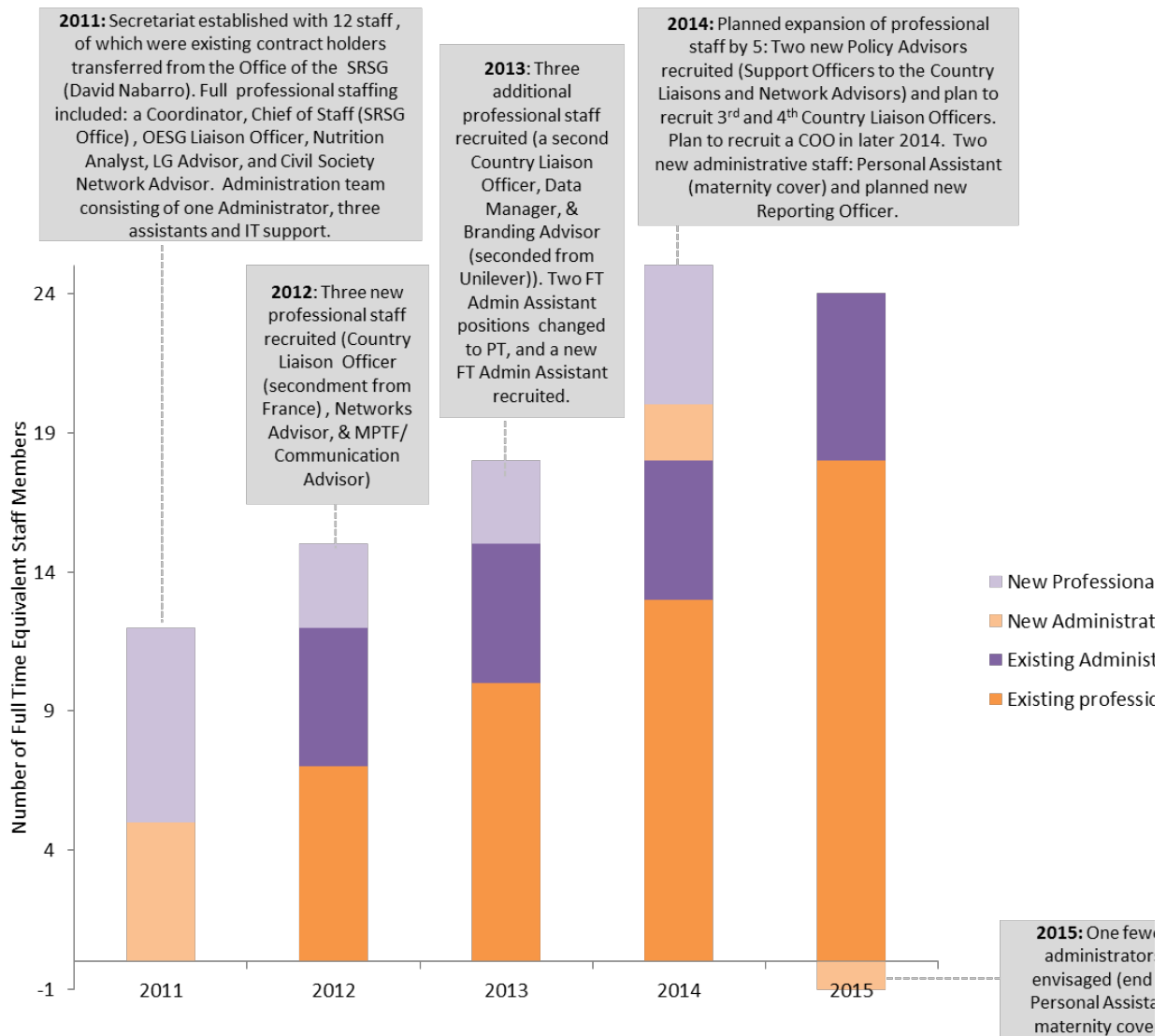
Source: evaluation team, based on SUN Movement Secretariat: Evolution of Human Resources 2011 - 2015

Table 12 SMS Staffing 2011 - 2015

	2011 actual	2012 actual	2013 actual	2014 budget	2015 budget
Staffing (number of FT-equivalent employees)¹					
Professional staff	7	10	13	18	18
Coordinator	1	1	1	1	1
Chief of Staff	1	1	1	1	1
COO	0	0	0	1	1
Policy advisors	4	7	10	14	14
Liaison EOSG	1	1	1	1	1
Administrative Staff	5	5	5	7	6
Administrators	1	1	1	1	1
FT Assistants	3	3	3	4	3
IT support	1	1	1	1	1
Reporting officer	0	0	0	1	1
Total	12	15	18	25	24

Source: SUN Movement Secretariat: Evolution of Human Resources 2011 - 2015 (on June 2014), SMS 2013 Annual Financial Report (SMS 2014). Notes: 1. Those in post for less than a year still counted as a full staff member. Where a staff member is noted as part time for more than 50% of their time in post in a year, this is counted as 0.5 FT equivalents

Figure 9 Evolution of SMS Staffing 2011 – 2015

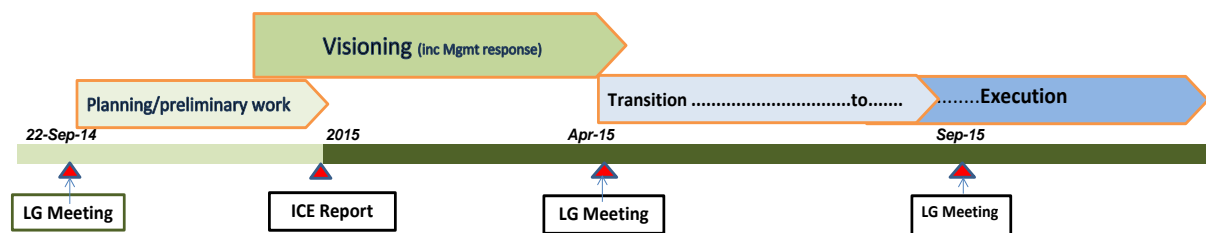


Source: SUN Movement Secretariat: Evolution of Human Resources 2011 - 2015 (on June 2014), SMS 2013 Annual Financial Report (SMS 2014). Notes: 1. Those in post for less than a year still counted as a full staff member. Where a staff member is noted as part time for more than 50% of their time in post in a year, this is counted as 0.5 FT equivalents

Annex E Visioning Process and Management Response to ICE

Overview

1. The Independent Comprehensive Evaluation (ICE) of SUN will submit its final report on 31 December 2014. The “visioning” will follow directly from, and be informed by, ICE. To enable key decisions to be made at its meeting in April 2015, the Lead Group on 22nd September 2014 endorsed a process and timeline for the Visioning and the consequent actions. While the eventual shape of SUN will depend on ICE it is possible now to identify the key transformation phases:



Lead Group Meeting September 2014

2. The Lead Group welcomed the Interim Progress Report and supported the recommendation from the Visioning Sub Group on the process, presented here, that will enable strategic decisions on the future of the Movement to be made by the Lead Group in April 2015.

Planning/preliminary work

3. The evaluation will begin to outline possible future directions for the Movement for discussion at the SUN Global Gathering in November. The Lead Group instructed the Visioning Sub Group to prepare for and, if necessary, commission further analysis ahead of issue of the ICE report.

Visioning (including Management Response)

4. The Lead Group agreed that the Visioning Sub Group will task a team to lead the process. Informed by ICE, this phase seeks to develop the Visioning Sub Group’s recommendations for the Lead Group’s consideration in April 2015. Compiling a composite management response to the final ICE report from the Movement’s stakeholders is a critical step in this process.

5. The visioning phase will be consultative, engage countries and stakeholders within the SUN networks and employ consultancy support as appropriate. It will seek to test emerging recommendations for feasibility.

6. The visioning will be influenced by the final ICE report. Recommendations may lead to changes in focus, structures, operations, Secretariat and governance, and must be developed well ahead of the April 2015 Lead Group meeting.

Lead Group Meeting April 2015

7. In April, the Lead Group will seek to agree on actions to set out the parameters for the next phase of the SUN Movement. This is the moment when key decisions and guidance must be provided by the Lead Group. While an outgoing Lead Group cannot be expected to detail all aspects of SUN beyond 2015, it can lay out the vision for the future. These decisions will also define ongoing detailed work to enable a transition to the Movement desired for the post 2015 era. This will also herald the building or refining of the structures (e.g. Governance, Secretariat, Networks) needed for the SUN Movement after 2015.

Transition and execution

8. This is a progressive phase that will see the Movement redefined based on Lead Group guidance. The transition process will depend on the extent of change. However the intent should be to move as rapidly as feasible so that the benefit of improvements is felt soonest, recognizing that structural changes, resource mobilization etc. will take some time. The Lead Group meeting in September 2015 will be an important milestone, for residual decisions and guidance.

Annex F Bibliography

"Location" in the listing below refers to folder and document numbers in the evaluation team's electronic library.

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SMS 2012v	<i>Description of the Action.</i> [no date or author, in SMS folder and date inferred from text]	0.3.2-01
SMS 2012w	<i>Scaling Up Nutrition. SUN Movement Progress Report 2011-12.</i> SUN Movement Secretariat, September 2012.	0.2-4
SMS 2012x	<i>SUN Movement: Details Of Progress in SUN Countries.</i> SUN Movement Secretariat, September 2012.	0.2-9
SMS 2012y	<i>SUN Movement: Revised Road Map.</i> Secretariat of the Scaling Up Nutrition Movement. September 2012.	0.0-2

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SMS 2013a	<i>SUN Movement Monitoring & Evaluation Framework. Final Draft.</i> SUN Movement Secretariat, 10 April 2013.	0.6-1
SMS 2013b	<i>Note for the Record: 3rd SUN Lead Group Meeting: 10th April 2013.</i> SUN Movement Secretariat, April 2013	0.4.1-5
SMS 2013c	<i>Scaling Up Nutrition (SUN) Movement Secretariat. Implementation Report 1 January – 30 September 2012 & Financial Report 1 January 2011 – 31 December 2012.</i> [no date or author, in SMS folder and date inferred from text]	0.3.2-03
SMS 2013d	<i>Calculating the Costs of Scaling Up Nutrition.</i> 6 th February 2013.	0.7-6
SMS 2013e	<i>Annex 1 – SUN Secretariat Logframe.</i> Excel spreadsheet. Date inferred.	0.3.2-6a
SMS 2013f	<i>Summary Note (draft): SUN Country Focal Points Network: Teleconferences held 28th February – 5th March 2013</i>	0.5.3-4
SMS 2013g	<i>2012 Annual Report of the SUN Movement Multi-Partner Trust Fund.</i> Report of the Technical Secretariat and Administrative Agent of the SUN Multi-Partner Trust Fund for the period 1 January – 31 December 2012. SUN Movement Secretariat, 31 May 2014.	0.8-2
SMS 2013h	<i>Summary: 9th Round of SUN Country Teleconferences, 17-18-19 June 2013.</i> SUN Movement Secretariat, 2013	0.5.3-3
SMS 2013i	<i>Compendium of SUN Country Fiches.</i> SUN Movement Secretariat, September 2013.	0.2-3
SMS 2013j	<i>Summary, 10th Round of SUN Country Teleconferences, 2-4 September 2013.</i> SUN Movement Secretariat 2013.	0.5.3-1
SMS 2013k	<i>Note for the Record: 4th SUN Movement Lead Group Meeting. New York, 23rd September 2013.</i> SUN Movement Secretariat, 25 th October 2013.	0.4.1-6
SMS 2013l	<i>Summary Note: Round 11 of SUN Country Conference Calls, 6th – 11th November 2013.</i> SUN Movement Secretariat 2013.	0.5.3-2
SMS 2013m	<i>State Of The SUN Movement. Progress Report [September 2013].</i> SUN Movement Secretariat, September 2013.	0.2-5
SMS 2013n	<i>SUN Movement Global Gathering Summary Report. 23rd – 24th September 2013.</i>	0.13.1-1
SMS 2013o	<i>SUN Movement Brief.</i> SUN Movement Secretariat, December 2013.	0.1-4
SMS 2013p	<i>Scaling Up Nutrition (SUN) Movement Secretariat. Inception Report. December 2012 – June 2013</i>	0.3.2-02
SMS 2013q	<i>Workshop on Costing and Tracking Investments in Support of Scaling Up Nutrition. Summary Report.</i> 12-14 November 2013, Safari Park Hotel, Nairobi, Kenya. Organised by Unicef. 2013	0.7-1
SMS 2014a	<i>Support to the Scaling-up Nutrition (SUN) Movement Secretariat. Annual Narrative Report 1 October 2012 – 30 September 2013 & Provisional Financial Report 1 January 2013 – 31 December 2013.</i> [date inferred]	0.3.2-04

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SMS 2014c	<i>Country Fiches from MDF. SUN Movement Secretariat, 2014 (date inferred).</i>	
SMS 2014d	<i>Logframe template two year programme SUN Secretariat. Excel spreadsheet. February 2014.</i>	0.3.2-7a
SMS 2014e	<i>Effectively Engaging Multiple Stakeholders. Scaling Up Nutrition in Practice, 1, February 2014. SUN Movement Secretariat, February 2014.</i>	0.1-2
SMS 2014f	<i>An Introduction to the Scaling Up Nutrition Movement. Scaling Up Nutrition in Outline, 1, February 2014. SUN Movement Secretariat, February 2014.</i>	0.1-3
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SMS 2014j	<i>SUN by the Numbers. One-page brief. SUN Movement Secretariat. Last updated: March 2014.</i>	0.1-1
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SMS 2014l	<i>Planning and costing for the acceleration of actions for nutrition: experiences of countries in the Movement for Scaling Up Nutrition. SUN Movement Secretariat 2014.</i>	8.3-1
SMS 2014m	<i>Grant Proposal Narrative to Bill and Melinda Gates Foundation. SUN Movement Secretariat, 3 May 2014</i>	0.3.2.1-2
SMS 2014n	<i>Workshop on Monitoring Implementation and Demonstrating Results for Nutrition. Meeting Report. 12-13 May 2014, Safari Park Hotel, Nairobi, Kenya.</i>	0.6-3
SMS 2014o	<i>Building the Community of Practice on monitoring progress, evaluating outcomes and demonstrating results. Draft 0, May 26 2014.</i>	0.6-4
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SMS 2014q	<i>Progress Report on Baseline Data and Country Self-assessment Workshops. 01 July, 2014.</i>	
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SMS 2014s	<i>Support to the Scaling-up Nutrition (SUN) Movement Secretariat: Annual Narrative Report 1 October 2013 – 31 July 2014</i> (draft to be updated until 30 September 2014)	0.3.2-10
SMS 2014t	BMGF Results Framework and Tracker. Date inferred.	0.3.2.1-5
SMS 2014u	<i>Support to the Scaling Up Nutrition (SUN) Movement Secretariat. Annual Financial Report of Expenditures 1 January 2013 – 31 December 2013</i>	0.3.2-9
SMS 2014v	Response to Review by the EC dated 5 February 2014 of the first annual narrative report of Support to the SUN Movement Secretariat covering the period from 15 th December 2012 to 30 th September 2013. (Matrix). SMS, Geneva, 6 February 2014.	0.3.2-5c
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SMS2 2014aa	<i>Sun Movement Secretariat: Evolution of Human Resources 2011 – 2015 (on June 2014).</i> Spreadsheet. SUN Movement Secretariat, 2014.	0.3.2.2-1
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SUN CSN 2013b	<i>SUN Civil Society Network (SUN CSN) 6-month Activity Plan. July – December 2013.</i> SUN Civil Society Network, 2013.	0.5.2-5
SUN CSN 2014	<i>SUN CSN MPTF Consolidated Logframe.</i> 11 Jun 2014	0.5.2-4
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Acronyms

ACF	Action Against Hunger
AFSI	L'Aquila Food Security Initiative
C2D	Capacity to Deliver
CABRI	Collaborative Africa Budget Reform Initiative
CBA	Cost-Benefit Analysis
CE	Comprehensive Evaluation
CEPKE	Comprehensive Evaluation Platform for Knowledge Exchange
CFS	Committee on World Food Security
CGIAR	Consultative Group on International Agricultural Research
CMAM	Community-based management of acute malnutrition
COI	Conflict of Interest
COO	Chief Operating Officer
COP	Community of Practice
CSO	Civil Society Organisation
CCS	Country Case Study
CRF	Common Results Framework
CTC	Community-based Therapeutic Care
DAC	Development Assistance Committee (of the OECD)
DFID	UK Department for International Development
DRM	Disaster Risk Management
EC	European Commission
EFA	Education For All
EM	Evaluation Manager
EO	Evaluation Office
EOSG	Executive Office of the Secretary-General
EQ	Evaluation Question
ER	Evaluation Report
ET	Evaluation Team
FAO	Food and Agriculture Organization
FNS	Food and Nutrition Security
FTA	Fixed Term Appointment
FTI	Fast Track Initiative (Education for All)
GAIN	Global Alliance for Improved Nutrition
GDP	Gross Domestic Product
GEF	Global Environment Facility
GNC	Global Nutrition Cluster
GPE	Global Partnership for Education (previously FTI)
GPR	Global Program Review
HIV/AIDS	Human Immunodeficiency Virus / Acquired Immunodeficiency Virus
HQ	Headquarters

IASC	Inter-Agency Standing Committee
IATI	International Aid Transparency Initiative
ICE	Independent Comprehensive Evaluation
ICA	Individual Contract Agreement
IDC	International Development Committee
IEG	Independent Evaluation Group (of the World Bank)
IFAD	International Fund for Agricultural Development
IHP+	The International Health Partnership
IR	Inception Report
IPR	Interim Progress Report
LG	Lead Group
LICs	Low Income Country
LMIC	Lower Middle Income Country
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MO	Multilateral Organisation
MPTF	Multi-Partner Trust Fund
MQSUN	Maximising the Quality of Scaling-up Nutrition
MSP	Multi-Stakeholder Platform
NGO	Non-Governmental Organisation
OCHA	Office for the Coordination of Humanitarian Affairs
ODI	Overseas Development Institute
OECD	Organisation for Economic Co-operation and Development
QAA	Quality Assurance Advisor
QS	Quality Support
REACH	Renewed Effort Against Child Hunger and Undernutrition – Ending Child Hunger and Undernutrition Partnership (FAO, WHO, UNICEF, WFP)
SAFANSI	South Asia Food and Nutrition Security Initiative
SBN	SUN Business Network
SCN	(UN) Standing Committee on Nutrition
SEGRPP	Sourcebook for Evaluating Global and Regional Partnership Programs
SFP	School Feeding Policy
Sida	Swedish International Development Agency
SMAC	Social mobilization, advocacy and communications
SMS	SUN Movement Secretariat
SO	Strategic Objective
SPRING	Strengthening Partnerships, Results and Innovation in Nutrition Globally
SRSG	Special Representative of the Secretary-General
SUN	Scaling Up Nutrition movement
SWOT	Strengths, weaknesses, opportunities and threats
TL	Team Leader
ToC	Theory of Change

TOR	Terms of Reference
UMIC	Upper-Middle Income Country
UN	United Nations
UNAIDS	The joint United Nations Program on HIV/AIDS
UNDP	United Nations Development Program
UNEG	United Nations Evaluation Group
UNICEF	United Nations Children's Fund
UNSCN	UN Standing Committee on Nutrition
VSG	Visioning Sub-Group
WASH	Water, Sanitation and Hygiene
WB	World Bank
WFP	World Food Programme
WHO	World Health Organisation