

SUN Donor Network Guidance Pack

If you are unable to access any documents through the links in this Guidance Pack, please send an email to: sun.donor.network@gmail.com

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1. Introduction

The purpose of this SUN Donor Network (SDN) Guidance Pack is to provide a brief guide to the SUN Movement, the global SDN, and national donor coordination mechanisms on nutrition, including the role of Donor Convenors. Intended readers include members of national coordination mechanisms, Donor Convenors, members of the global SDN and other stakeholders in the SUN Movement who wish to gain an understanding of how donors are or could be working together at national and global levels in the context of the SUN Movement.

The guidance is not meant to replace any existing guidelines which donor agencies or national donor networks may be using. It can be used to augment existing guidelines, or not used at all.

Hyperlinks are provided in this document to guide readers to further information on the [SUN Movement website](#) and the [SDN Knowledge Platform](#). To receive the password for the SDN Knowledge Platform please contact the SDN Facilitator.

The need for this Guidance Pack was identified and requested by country donor conveners during the [SDN Workshop 2018 in Malawi](#). The SDN will update the Pack periodically, informed by feedback received from SDN members and others. If you have suggestions on how to improve this guidance please send them to the SDN Facilitator at: sun.donor.network@gmail.com

The Pack is structured as follows:

- Section 2: Overview of the SUN Movement
- Section 3: The global SUN Donor Network
- Section 4: National Donor Coordination Mechanisms for Nutrition
- Section 5: National Donor Convenors

2. Overview of the SUN Movement

The SUN Movement was established in 2010 in order to unite people – from governments, civil society, the United Nations, donors, businesses, researchers, parliamentarians – at national and global levels, in collective efforts to improve multi-sectoral policies and plans, align and scale up investments and actions and thereby contribute to ensuring that the world is free from malnutrition by 2030.

2.1. SUN Strategy, Roadmap and Theory of Change

All SUN stakeholders are guided by the SUN Movement's:

- [Strategy and Roadmap 2016-2020](#)
- [Principles of Engagement](#)

The Strategy and Roadmap identifies six steps (a “transformational pathway” or Movement wide [Theory of Change](#)) that are considered to be key to scaling up nutrition actions and improving nutrition outcomes (Box 1).

Box 1 SUN Movement Theory of Change



This Theory of Change informs the four global Strategic Objectives of the SUN Movement (Box 2). Essential capacities and actions for achieving each objective are identified.

Box 2 SUN Movement Strategic Objectives 2016-2020

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1. Expand and sustain an enabling political environment

 - Strong in-country leadership translates commitment into action and inspires collective political and social momentum
 - A shared space (multi-stakeholder platforms) at national and local levels paves the way for collective action, where nutrition change agents take joint responsibility for scaling up impact
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2. Prioritise and institutionalise effective actions that contribute to good nutrition

 - Proven high impact nutrition interventions to reduce stunting, increase breastfeeding, reduce anaemia, and reduce wasting are scaled up³
 - Sectors such as agriculture, education, social protection, health and women's empowerment incorporate a focus on nutrition and contribute more to nourishing people's lives and futures
 - Policies, laws and regulations which help make good nutrition a reality are put in place, which put women and girls at the centre and strengthen community action and inclusive participation.
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3. Implement effective actions aligned with Common Results

 - Agreed common nutrition actions and results guide nutrition stakeholders, with improved coordination and partnership behind national plans and priorities
 - A collaborative multi-sectoral approach is implemented, with impact monitored and adjusted for results at scale
 - Results are shared, change agents learn from the experience and continuous improvement paves the way for sustained transformation of people's nutrition.
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4. Effectively use, and significantly increase, financial resources for nutrition

 - Spending on nutrition is transparently costed, tracked and assessed, to make existing spending more effective and to mobilise new money for nutrition
 - National governments, donors, innovative financing mechanisms, businesses, and consumers act in "global solidarity", to collectively accelerate progress.

2.2. SUN countries and the SUN Country Network

Within [SUN countries](#), [government focal points](#) for nutrition bring people together in multi-stakeholder platforms (MSPs) to plan, coordinate and review efforts to achieve national nutrition objectives. The SUN Movement encourages and supports different stakeholders, including government departments, civil society, the United Nations, donors, businesses, researchers, parliamentarians etc, to coordinate and harmonise their activities within their own networks, participate in MSPs and implement their policies and actions in alignment with commonly agreed national priorities and plans.

2.3. The SUN Global Support System and stewardship arrangements

The SUN Movement is country-owned and country-led, and the Global Support System (GSS) of the Movement is driven by the needs of the countries. The GSS consists of the [SUN Movement Secretariat](#) (SMS) and four global networks:

- [UN Network for SUN;](#)
- [Civil Society Network](#)
- [Business Network](#)
- [Donor Network](#)

Each SUN Network is coordinated at the global level by a Network Facilitator and aims to align efforts globally and regionally to better support and accelerate actions for nutrition at the country level. All Networks have their own coordination and leadership arrangements.

To ensure that SUN Networks at country level are adding maximum value and supporting efforts by SUN country governments, the SMS and the Networks have developed a [GSS Collaboration Framework 2019/20](#) which focuses the efforts of the GSS on scaling-up nutrition impact at country level, with shared priority outcomes and actions. Different parts of the GSS are able to engage in joint activities to different extents given their mission, expertise, and capacity. This Framework does not replace, but complements, the work plans that Networks already have, with the ambition that over time they will find greater and greater synergy, and overlap.

The SUN Movement stewardship is led by the [SUN Movement Coordinator](#) and [Lead Group](#) members of which are appointed by the United Nations Secretary-General. The SUN Movement [Executive Committee](#) oversees the strategic functioning of the Movement, including the Global Support System.

2.4. SUN Pooled Fund

The current [SUN Movement Pooled Fund](#) was established in 2017 as a last resort, catalytic source of grant funding to strengthen participation by in-country non-state actors (civil society, private sector actors, academics, and journalists, and parliamentarians among others) in national multi-stakeholder platforms. The Fund is hosted by the United Nations Office for Project Services (UNOPS). The [SUN Movement Strategy and Roadmap](#) (2016-2020) and the lessons learned from the SUN Movement [Multi-Partner Trust Fund](#) 2012-2015 (MPTF) informed the design of the grant programme.

2.5. SUN Movement Global Gathering

The [Global Gathering](#) takes place every two years and brings together all Government Focal Points on nutrition and representatives of their partners from civil society, donors, United Nations agencies, private sector partners, academia, media, parliamentarians and others. It is the flagship event of the SUN Movement and an important moment where members take stock of progress and challenges, share their innovations and learn what is helping to reduce malnutrition across all SUN Countries.

2.6. Facilitation of technical assistance

When countries request [technical assistance](#), the SMS registers and compiles the requests and ensures they are matched to the right providers. The SMS also facilitates the relationship between the countries and TA providers. The following describes the steps for requesting technical assistance:

1. SUN Government Focal Points raise their need for technical assistance to the SUN Movement Secretariat during SUN Country Network Meetings and face to face meetings and through bilateral calls and written communication
2. The country liaison team of the SMS works with SUN Government Focal Points and in-country stakeholders to understand the context and ensure compliance with [the Capacity to Deliver \(C2D\) framework principles](#) of technical assistance
3. Confirmation is received with a written request from a SUN Government Focal Point which enables the SMS to proceed to the identification of providers
4. Matched providers and countries stakeholders agree on the scope, objectives and content of the technical assistance, which are captured in Terms of Reference
5. Technical assistance is delivered through remote work and/or in-country consultations. Support is focused on reviewing working tools e.g. Declaration of Interest templates.
6. The technical assistance provided is evaluated and all relevant material and communications are stored on the web-based C2D tool.

2.7. SUN Monitoring, Evaluation, Accountability and Learning (MEAL) system

The SUN [Monitoring, Evaluation, Accountability and Learning \(MEAL\) system](#) is the means for measuring the extent to which the SUN Movement is achieving results and impact. Sources include the [SUN Movement Joint-Assessment](#) (JAA) – an exercise undertaken by many SUN Countries each year – in addition to results from a range of other exercises including [budget analysis exercises](#) and stakeholder and actions mapping. The Joint-Assessment is organised around processes in pursuit of the four SUN Movement strategic objectives. Information from different sources is integrated into a database managed by the SUN Movement Secretariat. The SUN Movement [Annual Progress Reports](#) provide a detailed snapshot of the progress and results towards scaling up nutrition in SUN Countries and the broad evolution of the Movement. See Section 4.11 below for guidance on the role of donors in relation to JAAs and undertaking annual self-assessments of progress.

To date there have been two independent assessments of the performance of the SUN Movement:

- [Independent Comprehensive Evaluation in 2014/15](#)
- [Mid Term Review 2018/19](#)

3. The global SUN Donor Network (SDN)

3.1. Mandate

As described in the [SDN Terms of Reference](#), the SDN mandate is to support and ensure the highest political commitment for nutrition at the global and country level. It aims at improving the availability and access to adequate investments for nutrition. In addition to that, the SDN strives for transparency and improved coordination between donors and partners globally as well as at the country-level with respect to coordination and alignment with national nutrition plans.

3.2. Facilitators

The SDN is facilitated by:

Lead Facilitator: Melanie Bruns, melanie.bruns@swisstph.ch

Co-facilitators: Anne Peniston, USAID, apeniston@usaid.gov
Ben Siddle, Irish Aid, Ben.Siddle@dfa.ie

3.3. Members

The global SUN Donor Network (SDN) brings together development partners including bilateral and multilateral donors, foundations, development banks and other institutions funding nutrition in support of SUN countries' goals and objectives.

3.4. Senior Officials

The network is guided by Senior Officials from donor partners. Senior officials have agreed to coordinate on political opportunities to support nutrition in international processes, including the Nutrition for Growth Summit to be hosted by the Government of Japan in 2020. Reports from Senior Officials Meetings can be found [here](#).

3.5. Donor representatives on the SUN Executive Committee

The global SDN selects three donor members of the [SUN Executive Committee](#) from within its membership. Whilst members of the Executive Committee participate as individuals, rather than representing their own organisation or network, it is expected that they share information and consult with members of the networks with which they are associated.

3.6. SUN Donor Network work plan

The [SDN work plan 2019/20](#) has three strategic objectives (SO) as described below. Each SO has strategic leads responsible for facilitating the activities associated with each objective. For the names and contact details of the current SO leads, please see the [SDN page](#) on the SUN Movement website. Responsibility for implementation of activities in the SDN work plan does not only lie with the Strategic Objective leads. SDN members, including national level donors, are encouraged to engage in activities in the work plan most relevant to them. SO leads establish working groups as necessary to coordinate the implementation of activities.

SDN Strategic Objective 1: Galvanize more and higher quality financing for nutrition.

Under SO1, SDN members pursue activities that seek to improve the availability of information on funding sources, and continue strengthening donor reporting on nutrition spending, as well as use of spending data to improve strategic allocation and advocacy. They also work with donor conveners to identify ways to support countries' access to financing. These areas of work help to inform a more targeted engagement of Senior Officials (see also SO 2), with key messages, using key figures around nutrition needs and spending, and success stories around how financing is working to support improved nutrition outcomes in countries. The SDN – together with other stakeholder groups – explores further opportunities for increasing nutrition financing from new sources and align closely with the financing work stream for Nutrition for Growth 2020.

SDN Strategic Objective 2: Policy, leadership and governance: sustained political engagement, commitment and communication on nutrition at global and national levels and within the SUN movement.

Under SO2, SDN members promote and support high level political leadership and commitment on nutrition by engaging in key global and regional events, N4G thematic working groups, further developing advocacy materials to make the case for investment in nutrition, collaborate strategically with the SUN Movement Coordinator in her country visits and other advocacy activities. N4G 2020 provides a major focus for the efforts of SDN members. The strong engagement by donor Senior Officials is crucial for achievements under this SO. Consistent with N4G thematic issues SDN members share views and develop common messages where possible on key thematic issues such as obesity/NCDs, food systems, gender and bridging the humanitarian-development divide. The SDN also engages in the SUN strategic review and influence how SUN monitors and communicates the added value of the SUN support system.

Strategic Objective 3: Improved coordination and learning both within the global SDN and across the SUN Global Support System (Leads: USAID, Irish Aid).

Under SO3, SDN members share learning with each other, within and between global and national levels, through monthly calls, face-to-face meetings, an SDN Knowledge Platform, country case studies, a guidance pack, self-assessments of functionality and progress. Key areas of activity include: responding to feedback from the SUN Mid Term Review, identifying ways of coordinating and aligning better at country level and pooling learning on effective nutrition sensitive policies and approaches. Furthermore, SDN members seek to strengthen collaboration with other networks at national and global levels and contribute to the achievement of collective outcomes defined in the SUN GSS Collaboration Framework 2019/20.

3.7. Accountability

Progress in the implementation of the work plan is reviewed during [SDN monthly calls](#), e.g. one strategic objective each month. Updates on implementation, achievements and constraints are provided to Senior Officials. Progress is also reviewed during SDN face-to-face meetings during the SUN Global Gathering and the annual [SDN Retreats](#). The work plan is shared with others in the SUN Movement Global Support System and progress reported to the SUN Executive Committee in the context of the GSS Collaboration Framework.

3.8. Knowledge Management

A password protected SDN Knowledge Platform has been established for the sharing of documents including: ToRs, guidance materials, reviews etc. It can be accessed by clicking on the following link: <https://sundonors.wixsite.com/website>. To receive the password for the platform please contact the SDN Facilitator: melanie.bruns@swisstph.ch

3.9. Safeguarding Issues

SUN Donor Network members are all staff of development partners, including bilateral donors, foundations, and development banks, all of which have their own policies and/or code of conduct. Each SDN member is required to act with the highest integrity with regards to their employee policies and/or code of conduct, and the SDN expects members to demonstrate this integrity throughout their work of the SDN.

4. National donor coordination mechanisms for nutrition

This section provides guidance on the establishment and/or strengthening and functioning of national donor coordination mechanisms for nutrition. As emphasised below, there is no expectation on the part of the SDN that SUN-specific mechanisms are established. Where donor coordination mechanisms on nutrition already exist this guidance can be used to help enhance their functioning if it is considered to be useful.

The guidance in this section is informed by:

- [Review of national donor coordination mechanisms on nutrition](#) which was commissioned by the global SDN (Leather 2017)
- [SDN workshop held in Malawi in June 2018](#) (SDN 2018)
- [SUN Independent Comprehensive Evaluation](#) (Mokoro 2015) and the [SUN Mid Term Review](#) (MQSUN+ 2018)
- [Mapping SUN Movement Networks in 17 fragile and conflict-affected states](#) (ENN 2018)
- other feedback provided by donor convenors, other members of national coordination mechanisms and the global SDN.

The guidance can be used to inform the development or revision of Terms of Reference for national donor coordination mechanisms and donor convenors; joint donor work plans and the monitoring of progress and results of joint work. A template for Terms of Reference of national mechanisms is provided in Annex 1. An example TOR & work plan from Rwanda, informed by earlier drafts of SDN guidance materials, can be found [here](#).

4.1. Guiding principles

Members of national coordination mechanisms are encouraged to emulate the hallmarks of effective partnerships as described in the Good Nutrition Partnership Principles agreed by global SDN members (See Annex 3) as well as the [SUN Movement Principles of Engagement](#).

4.2. Branding

The term “national donor coordination mechanisms on nutrition” is used rather than “SUN Donor Networks” recognising that many donor coordination structures in SUN countries are not branded as SUN and may consist of other development partners such as UN agencies and NGOs. There is no necessity for national donor coordination mechanisms to be branded as SUN Movement structures. What matters is that there is a space where donors from the range of nutrition relevant sectors can come together and coordinate and harmonise their actions towards common objectives in support of national multi-stakeholder priorities, processes and plans.

4.3. Build on, strengthen and integrate with existing coordination mechanisms

Donor coordination on nutrition may happen within broader national development partner groups, nutrition focussed forums, nutrition clusters or sectoral working groups. It is normally preferable to utilise and build on existing mechanisms wherever possible and to only establish a new mechanism in circumstances where the desired results are unlikely to be achieved through existing mechanisms.

4.4. A multi-sectoral approach and bridging the humanitarian-development divide

The global SDN strongly suggests that donor coordination mechanisms on nutrition adopt a multi-sectoral approach so as to both respond to malnutrition and to address the multiple underlying causes. If coordination is taking place in a sectoral working group (e.g. health, agriculture etc) stakeholders from other relevant sectors could be invited to periodic meetings in which there is a specific focus on support to national multi-sectoral nutrition efforts. In countries experiencing humanitarian crises it is desirable to promote coordination between humanitarian and development actors working on nutrition. This may involve including members of nutrition clusters into national development structures or vice versa, depending on the context.

4.5. Membership and conflicts of interest

Donor coordination mechanisms may be open to all actors that are providing, or are interested in providing, financial assistance to support the implementation of national, multi-sectoral nutrition plans. The participation of agencies that are both donors and potential recipients of donor funding (e.g. UN agencies) can be determined on a country-by-country basis. Potential conflicts of interests need to be identified and mitigated accordingly, e.g. potential recipients of funding recusing themselves from relevant discussions.

4.6. Desired results

The global SDN suggests that the following are the main, top line objectives that all mechanisms might be expected to work towards and report on:

1. Promote an enabling political environment: including promote high level political commitment and leadership; government coordination capacity; multi-stakeholder platforms; multi-sectoral policies, plans and Common Results Frameworks (CRFs); support to other networks.
2. Improve harmonization between donors: including reduce gaps, duplication, more coherent messaging and support.

3. Support effective actions aligned with national plans and CRFs: including strengthen implementation capacity.
4. Galvanize more and better financing for nutrition: including facilitating access to regional and global funds; scaling up in country financial assistance.
5. Promote equity, equality and non-discrimination for all, with women and girls at the centre of efforts to scale up nutrition: including supporting the disaggregation of data and development of nutrition plans and programmes that promote these results.

The global SDN strongly encourages national donor coordination mechanisms to integrate these as objectives into their Terms of Reference and work plans.

4.7. Indicative Activities

Indicative activities in relation to these desired results are suggested in the table below. It would be desirable if mechanisms developed indicators and targets in order to monitor progress in implementing activities and working towards results.

Suggested expected results and activities of national donor coordination

Expected results	Indicative activities
1. Promote an enabling political environment (SUN SO1 & 2)	• Raise political awareness of benefits of investing in nutrition • Provide support to SUN Government Focal Point and Multi-Stakeholder Platforms • Facilitate technical assistance to support development of costed, multi-sectoral plans • Track funding needs of Civil Society Alliances and facilitate access to funding
2. Improve harmonization between donors (SUN SO3)	• Harmonize policy support to governments and other stakeholders • Map existing donor actions and investments, identify duplications and gaps • Use the SUN checklist for good national nutrition plans to harmonize funding decisions • Agree on coordinated funding mechanisms
3. Support effective actions aligned with national plans and CRFs (SUN SO3)	• Assess alignment of existing and planned actions with national plans and CRFs • Facilitate the monitoring and evaluation of policies and actions
4. Galvanize more and better financing for nutrition (SUN SO4)	• Support the costing of national nutrition plans • Track domestic budget allocations and expenditure for nutrition • Map existing donor investments • Facilitate access to financing mechanisms to fill gaps • Communicate funding gaps to SUN structures at global level
5. Promote equity, equality and non-discrimination for all, with women and girls at the centre of efforts to scale up nutrition (SUN Roadmap key area 4)	• Facilitate technical support guide decision makers on how best to design and implement plans and programmes that address equity, equality and non-discrimination • Advocate against inequities that discriminate against vulnerable groups, including women and girls • Support countries to collect and access reliable disaggregated data

4.8. Resources

Mechanisms may benefit from a small pot of funds (US\$1,000-5,000/year) to support the implementation of the work plan. When donor agencies agree to take on the Donor Convenor role they could commit to make some funds available to support the activities of the mechanism. Other members of the mechanism are also encouraged to make contributions including in-kind support by hosting events, using implementing partners already funded by them to provide a service, etc. Resource requirements could be estimated using the checklist described below. As mentioned under Section 5.11 it is estimated that a donor convenor will use 10-20% of his time to act as a national convenor.

4.9. A checklist to guide work planning and monitoring of progress and results

The global SDN has developed a Checklist (see Annex 4) to guide: the development of country specific work plans of donor networks; the monitoring of progress and effectiveness; and learning lessons to feed back into planning and implementation of joint activities. The checklist is divided into three sections and six desired results. The three sections are: Inputs, Coordination and Effectiveness.

The Checklist has been developed to align with the SUN Movement Strategy, Roadmap and the SUN Monitoring, Evaluation, Accountability and Learning (MEAL) system.

What it is	What it is not
It is a guide to be used to develop country specific work plans and monitoring tools	It is not a standardized global accountability tool, with objective indicators of progress allowing comparisons over time and between countries
It is a stimulus for joint reflection amongst donor network members on common objectives, actions, ways of working, required inputs, progress, results and lessons learnt	It is not exhaustive and not intended to be a blueprint to be applied in full in all contexts.
It is voluntary	It is not mandatory to utilize the tool if not considered to be useful

4.10. Work planning

Mechanisms are advised to produce annual work plans describing what will be done in order to enhance progress in relation to each of the desired results described above. It is desirable that work plans show clear linkages to the SUN Movement Strategic Objectives and Theory of Change. See [here](#) for an example ToR and work plan from Rwanda.

A national donor network for nutrition can utilize the Checklist to guide the development of its own work plan, identifying the results it aims to achieve in relation to national nutrition processes and internal donor coordination, the activities it will implement and the inputs required.

The inputs section identifies the materials, participation, resources and support that a national donor network might need as a basis for effective coordination and engagement in national nutrition processes.

The coordination and effectiveness sections each identify illustrative actions and results that national networks may wish to implement and work towards. The effectiveness section is structured according to the four strategic objectives of the SUN Movement.

The tool suggests that all national donor networks may wish to work towards improved donor coordination and contribute to progress in relation to the four SUN processes. However, the emphasis placed on these four national processes will vary between networks according to the stage countries are at in scaling up nutrition.

The indicative results are changes that donors may contribute to, together with other stakeholders. Monitoring should assess the distinct contributions that donors are making towards these results relative to other factors.

4.11. Monitoring progress and results

The Checklist can be used to develop a country specific tool to guide and document in-country reviews of progress in relation to its work plan, lesson learning and revisions of work plans.

Each section of the checklist has columns for documenting good practices and areas requiring improvement as well as a space for scoring satisfaction with progress in relation to the development of inputs and achievement of results, if networks wish to do this.

A self-assessment of the progress and effectiveness of the national donor network could be undertaken annually, prior to the start of the SUN Joint Annual Assessments in SUN countries. See Section 2.7 above and the [JAA page](#) on the SUN Movement website for more information on the JAAs. The Donor Convenor could be responsible for facilitating the self-assessment exercises and could compile the results of the assessments done by individual network members. Findings of the exercise could feed into revisions of the network work plan for the coming year. The process for the self-assessment exercises could be as follows:

i. Assessment of collective progress & effectiveness by individual network members

Each member of the national donor network would complete the Checklist.

Results: Network members identify what they consider to be the main results of the network over the previous 12 months in relation to the outcomes and outputs in the in the country specific network work plan, which itself should have been informed by the Theory of Change.

Good practices and areas requiring improvement: Network members would then identify specific inputs, ways of working and activities that they consider to be working well and those that they think particularly require improvement.

Satisfaction score: If network considers it to be useful, members could express their satisfaction with progress using the following scale:

N/A	Not applicable in current context
1	Very dissatisfied
2	Somewhat dissatisfied
3	Neither satisfied nor dissatisfied
4	Somewhat satisfied
5	Very satisfied

ii. Collective self-assessment and feedback into network work plan

The Donor Convenor could compile the feedback from members into a collective assessment of progress for the donor network as a whole and facilitate reflection and discussion on the work plan for the future that would address weaknesses and build on strengths.

iii. Verification by other stakeholders within Joint Annual Assessments

The results could then be taken into the national Joint Annual Assessment process where other stakeholders could feedback on donor coordination and contributions to national nutrition processes. The feedback of other stakeholders would be a means of cross-checking the self-assessment by donors. As part of the wider JAA, the national multi-stakeholder platform could agree its own joint assessment of the functioning and effectiveness of the donor network and integrate this into the overall JAA report. Ideally, this would be led by the government focal point for nutrition. Donor Convenors are encouraged to be proactive in seeking the feedback of other stakeholders during the JAA process.

iv. Sharing progress and lessons learnt through the global SDN

The global SDN would also value receiving the outputs of the self-assessments by donor coordination mechanisms in order to facilitate cross-country learning between donors and to guide support from global level. Donor Convenors are encouraged to send annual reports, ideally verified by other stakeholders during JAAs, to the SDN Facilitator.

4.12. Mutual Accountability and Learning

It is hoped that members of national donor coordination mechanisms will hold each other to account for their actions as individual donor agencies and in relation to their contributions to the actions defined in their joint work plan. Donor agencies and their national coordination mechanisms are also encouraged to participate actively in national multi-stakeholder platforms for nutrition and in national Joint Annual Assessments as described above where other stakeholders, in particular national government focal points for nutrition, can provide feedback on the contributions of individual agencies and their coordination mechanisms to national nutrition processes and outcomes. Head Offices of donor agencies, represented in the SDN at global level, are encouraged to support their country offices to engage in national donor coordination mechanisms, in multi-stakeholder platforms and align their actions with national priorities and plans. National level donors are encouraged to share their experiences and learning with other countries through the global SDN.

5. National Donor Convenors

5.1. Role

The main responsibility of the donor convener is to convene donor agencies and facilitate their collaboration in achieving the objectives set out in the ToR and workplans of the donor coordination mechanism on nutrition. The donor convener is also the main point of contact with the global SDN. See Annex 2 for a template for the ToRs of national donor convenors.

It is important to note that in some countries a representative from the UN assumes the role of Donor Convener. In these circumstances, it is important to acknowledge that the responsibilities have common objectives, determined by the country context, no matter which network assumes this role. Where national donor coordination mechanisms are convened by UN agencies they are encouraged to utilise this guidance as they see fit, including using the checklist described in Section 4.9 to guide work planning and reviews of progress.

5.2. Tasks

Illustrative tasks of Donor Convenors could include:

- Broaden membership of the national donor coordination and help with introduction of new donors to the SUN focal point/government.
- Share information with other donors on national nutrition processes and events, including the work of national multi-stakeholder platforms
- Organize and chair meetings of the national donor coordination mechanism on nutrition. Share minutes of the meetings with SUN focal point and global SDN.
- Work with other donors to develop annual work plan for the national donor coordination mechanism.
- Act as an enabler and catalyst for other donors by feeding their views into the national multi-stakeholder platform on nutrition, and communicating progress back to the donors in a timely manner.
- Participate in country-level and regional activities with country-level stakeholders to build capacity and strengthen efforts to achieve nutrition goals.
- Feedback country perspectives and progress to the global SUN Donor Network including through country updates, participation in SDN monthly calls retreats and meetings as appropriate.
- Link where relevant with other SUN country donor groups to share lessons.
- Seek guidance from the global SDN, the SUN Movement Secretariat and other sources as required
- Collaborate with headquarters' support as needed to enhance country-level effectiveness.
- Participate in country delegations in the SUN Movement Global Gathering

The donor convener is not expected to be the primary interlocutor between national actors and the SUN Secretariat this would be carried out by the appropriate country authority usually the government focal point for nutrition.

5.3. Time commitment

The Donor Convenor normally requires 10-20% of the time of one person. In practice the workload can be shared between two people (co-convenors or Donor Convenor supported by a more junior colleague). The time dedicated to the Donor Convenor role should be a contribution of their donor agency.

5.4. Selection process and criteria

The donor convener should be agreed among the donors and the relevant government authorities at the country-level, with the support of the donor's headquarters. Candidate donors are those actively engaged in the country, with a country presence and involved in financially supporting nutrition specific and/or nutrition sensitive programmes.

Selection criteria for Donor Convenors could include:

- Knowledgeable of the benefits of investing in nutrition, a multi-sectoral approach and the SUN Movement
- Committed to the Good Nutrition Partnership Principles developed by the SDN and wider aid effectiveness principles
- Excellent facilitation, mobilization and communication skills
- Has adequate time available to play role effectively (10-20% of time – could be shared with others)
- Sufficient seniority to influence government and other decision makers

5.5. Accountability

As well as being accountable to their own agency, Donor Convenors are accountable to the other members of the donor coordination mechanism and to the global SDN. The Country and Head Offices of the Donor Convenors agency are encouraged to fully integrate the role and into their job description and performance review processes. Regular communications between Donor Convenors and their Head Offices and the global SDN help to ensure mutual support and accountability.

Annex 1: Template for Terms of Reference of National donor network on nutrition

Introduction

Purpose

Expected results

Guiding principles

Location

e.g. sector specific (e.g. health, agriculture,) Development Partners Group

Membership

e.g. donor specific, joint with UN, joint with UN, CSOs

Sectoral scope

e.g. health, agriculture, multi-sectoral (all relevant sectors)

On-going activities

Operational modalities

e.g. chair, frequency of meetings, means of communication, means of decision making

Resourcing of network activities

Annex 2: Template for Terms of Reference of National donor network on nutrition

Duration of term

Role

Tasks

Time commitment

Selection criteria and process

Funding

Accountability

Annex 3: Good Nutrition Partnership Principles

Derived from the Senior Officials meeting on nutrition held in Ottawa November 30 and December 1, 2010 between donors and development partners, these principles highlight what is needed to emulate the hallmarks of effective partnerships to ensure successful roll-out of the SUN and the achievement of results.

- Strengthening Country Ownership and Leadership^{[1][2]}

Country-level ownership and leadership are the single most important determinants of success. Buy-in at the sector level as well as by governments as a whole is critical for ensuring the higher prioritization of nutrition at the country level, a clear commitment to results and enhanced capacity to deliver. Partners (donors, civil society, private sector) must work in alignment with and support local systems and nutrition strategies.

- Focusing on Results^{[1][2]}

Recognizing the exceptionally high development returns that will be achieved through direct nutrition specific interventions and comprehensive nutrition-focused development, the demonstration of results through rigorous evaluation and real-time monitoring is key. Building the evidence base and the demonstration of results will facilitate greater global and country-level advocacy and mobilization for addressing undernutrition.

- Adopting a Multi-Sectoral Approach^{[1][2]}

Priority integration of nutrition across sectors will accelerate action on the determinants of undernutrition, result in effective and innovative pro-nutrition actions in other sector programmes, and increase policy coherence by addressing the unintended consequences of sector specific programming on nutrition. Building the knowledge base on how to effectively integrate nutrition considerations across sectors will be key and help to ensure county-level roll-out is coordinated, aligned within country systems and implemented in such a manner so as to reduce transaction costs.

- Focusing on Effectiveness^{[1][2]}

The need to optimize the use of existing resources to achieve nutrition outcomes through more effective and innovative direct nutrition specific interventions and nutrition focused development should be prioritized. Consideration should be given to how partners can work better and more effectively together to achieve nutrition results. Country-level scale up of proven, effective interventions should be fast-tracked.

- Fostering Collaboration and Inclusion^{[1][2]}

The engagement of all interested stakeholders – from governments, to CSOs, to private sector entities – is critical for sustaining country-level roll-out and the achievement of results. The promotion of inclusive partnerships will serve to further strengthen country-level commitment and leadership and act as a check to monitor progress and ensure accountability.

- Promoting Accountability^{[1][2]}

High level commitment from donors and development partners to the roll-out of the SUN Framework and Roadmap is critical for ensuring success. Donors and development partners need to be mutually accountable for achieving development results including through global and country level political leadership and commitment, and alignment, predictability and sustainability of support at the country level.

Annex 4: Checklist to guide work planning and monitoring

I. Inputs and ways of working for effective coordination

Illustrative inputs	Good practices	Areas requiring improvement	Satisfaction score
The national donor network has the necessary inputs to enable effective coordination			
<i>Network ToRs</i> widely agreed by members			
<i>Work plan</i> presents agreed SMART objectives, activities, inputs required			
<i>Convenor(s)</i> have clear ToRs and adequate time and capacities			
Strong <i>awareness</i> amongst donors of the need for a multi-sectoral approach to nutrition			
<i>Membership</i> includes donor staff from all donor agencies from all relevant sectors, including humanitarian where appropriate			
<i>Members take the lead</i> in implementing activities with Convenor(s) facilitating			
<i>High level donors</i> (e.g. Heads of Mission) engage and provide support when needed			
<i>Financial and in-kind resources</i> are adequate to implement activities			
Guidance and support from donor <i>Head Offices</i> is adequate			
Guidance and support from <i>global SDN</i> is			

adequate			
Communication & interaction with <i>SUN Movement Coordinator & Secretariat</i> is adequate			
Donor <i>ways of working</i> are consistent with SUN Principles of Engagement ¹ and conducive to improved coordination and effectiveness			

II. Donor coordination and harmonisation

Illustrative Actions	Illustrative Results	Good practices/strengths	Areas requiring improvement	Satisfaction score
Donors are coordinating and harmonizing their activities and investments with each other				
Actions of donor agencies across sectors are informed by, and aligned with, network work plan	Clear division of responsibilities between donors, good coverage, with minimal duplication & gaps and strong coherence in the provision of policy, technical & financial assistance			
Map existing & planned donor actions and investments against needs in order to identify duplications and gaps in financing & technical assistance				
Share lessons learnt from programmes within the network				
Develop common donor positions to inform multi-stakeholder policy and planning processes				
Communicate with global SDN, e.g. flagging where political commitment is waning, country support needs				

¹ <http://scalingupnutrition.org/about-sun/the-vision-and-principles-of-sun/>

III. Donor effectiveness

Illustrative Actions	Illustrative Results	Good practices/strengths	Areas requiring improvement	Satisfaction score
1. Donors are making a satisfactory contribution to bringing people together in the same space for action				
High level interaction between donors and government to promote high level political leadership	Effective high level government leadership on nutrition			
Regular interaction with, & support provided to, government nutrition focal point and Multi-Stakeholder Platform	Government focal point and team are effective coordinators and supporters across sectors and stakeholders			
Support other networks (civil society, UN, business, MPs etc) to function effectively	Other networks functioning effectively			
Support participation of humanitarian actors in multi-stakeholder processes for nutrition, including sub-national level	Multi-stakeholder platform is an effective space for informing and monitoring multi-sectoral policies, plans and results frameworks			
Coordinate with other national networks to harmonize advocacy, TA, financing & other activities				
2. Donors are making a satisfactory contribution to ensuring a coherent policy and legal framework				
Raise political awareness of benefits of investing in nutrition	Policies, plans and legal frameworks (sectoral & multi-sectoral) are informed by evidence, multi-stakeholder consultations and are effective			
Engage actively in Multi-Stakeholder Platform bringing collective views of donors to support development of policies, plans etc				
Promote equity, equality and non-discrimination for all, with women and girls at the centre of efforts to scale up nutrition				

Support national MEAL systems & processes to inform improvements in policies, plans & programmes				
3. Donors are making a satisfactory contribution to aligning actions around a Common Results Framework				
Support the integration & costing of nutrition in sectoral & multi-sectoral plans	Stakeholders, including donor agencies, are aligning & prioritizing actions around a CRF			
Support the development of a multi-sectoral Common Results Framework				
Promote the prioritization of actions & investments within plans				
Develop individual donor agency strategies and plans to align with multi-stakeholder CRF				
4. Donors are making a satisfactory contribution to improved nutrition financing				
Support government to track nutrition related investments, expenditures, identify gaps	Increased domestic, in-country donor, private and external investments aligned with national policies & plans			
Encourage domestic resource allocations				
Scale up technical assistance to strengthen government and partner implementation capacity, especially at sub-national level	Increased nutrition sensitivity & efficiency of existing programmes			
Scale up in-country donor financial assistance				
Facilitate access to financing from global & regional levels, including innovative sources	Increased implementation capacities			
Improve the nutrition-sensitivity of existing sectoral programmes	Scaled up programmes, & increased coverage			