



THE REPUBLIC OF UGANDA

Office of the Prime Minister

**UNAP Workshop Report
SUN Self-Assessment Exercise**

Protea Hotel, Kampala-

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UNAP Secretariat/Directorate of
Coordination and Monitoring**

Report from the SUN Self-Assessment exercise

Background

The SUN Movement principle is that all people have a right to food and good nutrition. The SUN Movement unites people—from governments, civil society, the United Nations, donors, businesses and researchers—in a collective effort to improve nutrition. SUN countries are taking a collaborative approach, bringing together the people and resources needed to rapidly scale up specific nutrition interventions as well as implement cross-sector strategies that are nutrition-sensitive. The constituent parts that make up the SUN Movement at country level are expected engage through a Multiple-Stakeholder Platform (MSP) that includes the Country Government in the role of the convener and representatives from the Donor Country Network, Civil Society Country Alliances, UN Country Network and the Business Network. Governments in SUN countries and their partners agree to take forward Four Processes that contribute to nutritional outcomes. They are to:

1. Bring People Together: Work together, effectively, through functioning multi-sector, multi-stakeholder platform(s);
2. Put Policies in Place: Establish (and seek legislative endorsement for) a coherent policy and legal framework;
3. Implement & Align Programs: Identify common objectives and agree a framework of results around which to align and intensify actions; and
4. Mobilize Resources: Mobilize sufficient domestic resources, supplemented with external assistance, to realize the agreed results as quickly as possible.

Agreement around a single set of nutrition results – a Common Results Framework (CRF) – serves as the basis for developing, aligning and securing approval for nutrition-relevant plans which cover different sectors. National progress is strengthened as SUN Government Focal Points from each country come together in the SUN Country Network. Through this Network, leaders in each SUN Country are able to share their successes and learn from other countries facing similar challenges. To support the work underway in SUN Countries, global stakeholder Networks representing civil society, donors, the United Nations and businesses are working to shift resources and align actions to help advance country-led efforts.

In September 2012, the SUN Movement Strategy 2012 – 2015 was endorsed by the SUN Lead Group, marking an important milestone in the life of the SUN Movement. A vital element of this strategy is the understanding that all actors across the SUN Movement are mutually accountable for the results of the Movement as a whole and for the contribution of each individual constituent part that together make up the Movement.

In order to track mutual accountability, a comprehensive SUN Movement M&E Framework has been agreed to measure results of the Movement at three levels: impact, outcome and output level. A baseline study, which sets out the baseline for the Movement at all three levels in September 2012, has been completed based on the M&E Framework. The 2012 baseline will be used as a point of overall comparison, to systematically measure, account for, and learn from the progress of the SUN Movement over the next years. This workshop is part of the monitoring of annual progress on country level.

It was a participatory process that used tools and methods that were developed by the Global SUN Secretariat. REACH facilitators supported OPM in facilitating the self-assessment process.

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SUN-Self Assessment Outcomes- Uganda Platforms

Process 1: Bringing people in the same space

Score each step: 0 (not applicable); 1 (started); 2 (on-going); 3 (nearly completed); 4 (completed)

STEP	FINAL PLATFORM SCORE (Morning Session)	Score for Government	Score for UN network	Score for Donor network	Score for CSO network	Score for Business network
1. Select/develop coordinating mechanisms at country level	2	3	3	2	3	1
<i>Explanations: What activities/interventions underling this scoring? (Copy post-its written during workshop)</i>	-Structures and committees already present; -There is a focal point organization -body (UNAP Secretariat - OPM) -There are coordination meetings	-Formal network in place with high commitment and guidance -SUN focal points in place -MSP regularly meet	-UN REACH and the UN SUN System that is endorsed by the Secretary General -REACH Country Committee Regular meeting (Heads of Agencies); committed and meet	Donors use existing fora	-UCCO-SUN in place -Have annual meetings -World Vision is focal point	-Select coordination mechanisms at country level
<i>Suggestions made for improvements?</i>	-Hold regular meetings - Ensure that meetings are effective - Ensure that Parliament and Cabinet sub-committees take place - Resolve conflicting issues -Lighten heavy workload on Nutrition focal points	-Strengthen the coordination amongst the Permanent Secretaries of the mainstream ministries	-Increase harmony : “one voice” of UN technical people, engaged with other stakeholders	-No strong existing group for nutrition	- Members hip coverage needs to be increased (country-wide)	-Need for consistency in mechanism of political leadership
2. Coordinate internally and broaden membership/engage with other actors	3	2	2	2	2	3

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for broader influence						
<p><i>Explanations: What activities/interventions underly this scoring? (Copy post-its written during workshop)</i></p>	<p>-8 ministries are participating in the implementation of UNAP: MAAIF, MOH, MOGLSD, MoLG, MoFPED, NPA/OPM, MoES, and MoTIC. -Prime Minister is a nutrition champion -Representation in key nutrition focus -All sectors are on board -1/3 of the districts have Nutrition Coordination Committees -Process is on-going in different districts</p>	<p>-Low engagement at all levels especially with the districts and communities</p>	<p>Coordination takes place internally WFP, UNICEF, WHO & FAO</p>		<p>Steering committee in place Large membership (42 CSOs)</p>	<p>- Coordinating internally and broaden membership</p>
<p><i>Suggestions made for improvements?</i></p>	<p>What needs improving? -Water and sanitation sector to be brought on board -Need for other nutrition champions (like cultural leaders and religious leaders) -More mobilisation and engagement of the</p>	<p>-Engage of the Permanent Secretaries of the different main stream sector – Ministries. -Roll out the DNCC as proposed during the Nutrition Forum.</p>	<p>-Need to mainstream nutrition internally within UN Institutions -Engage more UN agencies like IFAD, UNFPA and those involved in the 3 UN convergence areas (Gender, Youth and Maternal and New-born Health) under the “Delivery</p>		<p>- Consolidate internal coordination</p>	<p>-Need for improved information flow, e.g. publications and dissemination</p>

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	private sector		as One”– UN Resident Coordinator – led programmes			
3. Engage within / contribute to MSP	1	2	2	3	1	2
<i>Explanations: What activities/interventions underlay this scoring? (Copy post-its written during workshop)</i>	-The National Nutrition Forum – (NNF) was held in 2013; -There is evidence-based nutrition programming	-Meetings are being held – including the 2014 UNAP Secretariat Workplanning meeting (2/14), and Donor Engagement meetings, among others	-Actively engaging contributing to MSP		-Global week of action for CSOs	-Engage within the National consultative meetings
<i>Suggestions made for improvements?</i>	Needs improving -Establish a data base -Scattered information systems only exist in academia and MoH -Increase availability of information and improve communication for better impact on programming	-Institute regular communication and coordination for the MSP	-Need for harmony -Ease the sharing of data among agencies -Understanding the framework of support /GoU lead interventions		-Lack of CSO engagement with other networks	- Improvement in harmonisation of all actors
4. Track and report on own contribution to MSP	1	2	2	1	1	2
<i>Explanations: What activities/interventions underly this scoring? (Copy post-its written during workshop)</i>	-National nutrition forum was held in 2013	-Held National Nutrition Forum in 2013 -Advocacy	-Contributed to National Nutrition Forum		-Quarterly reports to global SUN	-Reported at National Nutrition Forum

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		by the President – launch of the UNAP and also highlighting the importance of nutrition during the NRM Political Party Retreat at Kyankwanzi				
<i>Suggestions made for improvements?</i>	-National Nutrition Forum Report should be shared with stakeholders (completed on 01/14) -Sectors should share reports	-Strengthen the capacity of the UNAP Secretariat to monitor and track the activities of the different sectors	- Acknowledgement of donors	Some donors do it, others do not; Need to create clear channel for reporting	-Need better recognition of the existing national SUN structure – Need regular reporting to OPM on CSO activities	-Need for improvement in public accountability and regular publication of reports
5. Sustain Impact of the MSP	1	3	3	1	1	2
<i>Explanations: What activities/interventions underly this scoring? (Copy post-its written during workshop)</i>	Positive -MSP ideas have been appreciated -MSP remains theoretical, with more effort needed to implement fully.	- Some educational institutions have integrated nutrition into their curriculum and learning systems -Change leadership has occurred, e.g. Permanent Secretaries now sit at the OPM and Education	-Nutrition is beginning to appear in the UNDAF, as a mainstreamed and cross-cutting issue		-UCCO-SUN is mandated to work according to UNAP objectives	

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<i>Suggestions made for improvements?</i>	<p>The creation of a MSP Task Force could help to push the concept forward.</p> <p>Plenary discussions:</p> <ul style="list-style-type: none"> - NNF report should be shared widely by OPM -Although the SUN Self-assessment process may be an imperfect analysis process, it still gives MS stakeholders an opportunity to raise issues and hold conversations 	<ul style="list-style-type: none"> -Build Nutrition-specific activities within the Sectors 	<ul style="list-style-type: none"> - Beginning in 2015, a multi-year nutrition programme should be funded, including strong emphasis on nutrition in chronic emergencies (i.e. Karamoja) 	<ul style="list-style-type: none"> - Unless Long-term sustainability is not guaranteed 	<ul style="list-style-type: none"> -Engage in the process of development of National Development Plan, Vision 2040 and Public Private Partnership
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Process 2: Coherent policy and legal framework

Score each step: 0 (not applicable); 1 (started); 2 (on-going); 3 (nearly completed); 4 (completed)

STEP	FINAL PLATFORM SCORE (Morning Session)	Score for Government	Score for UN network	Score for Donor network	Score for CSO network	Score for Business network
1. Analyse existing nutrition-relevant policies and programmes	1	3	3	2	2	2
<i>Explanations: What activities/interventions</i>	- Consultations on EAC	-Presence of the UNAP, the active	-UN Strategies' contextual	-It will always be a	- CSO Membership	-Private Sector is fully involved

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<i>tions underlying this scoring?</i> (Copy post-its written during workshop)	food and nutrition policy review by UNICEF -Policy analysis by REACH (stock taking tools developed)	National Planning Authority, Food and Drug Bill in addition to the several policies within the different sectors	analysis includes the review of papers and consultative process	continuous process	participation in policy development	
<i>Suggestions made for improvements?</i>	- Dissemination process not very effective -Review on-going/yet to be done -Nutrition Policy needs to be updated	-Effective Implementation of the different policies that are already in place	-UN Needs to Increase support to sector analysis		Not yet mapped the existing policy	-Improve frequency discussions/dialogue
2. Mainstream nutrition in own policies and strategies	0	3	3	2	3	Not scored
<i>Explanations: What activities/interventions underlying this scoring?</i> (Copy post-its written during workshop)		- Government level of mainstreaming nutrition is good, especially at the executive level, but sectoral level is still inadequate	-Nutrition in the UNDAF review process as cross-cutting issue		-It is a coalition on scaling up nutrition	
<i>Suggestions made for improvements?</i>	-Guidelines on Mainstreaming Nutrition in sectors will assist in mainstreaming nutrition. -Sector policies should be	- Mainstream the policies and strategies within the different sectors.	- Need to ensure that policy is turned into action			

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	revised/updated to support mainstreaming nutrition					
3. Coordinate / harmonise member inputs in policy / legal framework development	0	3	3	2	2	Not Scored
<i>Explanations: What activities/interventions underly this scoring? (Copy post-its written during workshop)</i>	<p>- Nutrition Training Guidelines will be developed in 2014</p> <p>Plenary Discussions:</p> <p>MoH training and guidelines in nutrition are already developed and in use</p> <p>- Meetings, including policy review meetings, sector planning meetings and costing have already been held, but more work is needed.</p> <p>-All not in agreement with score</p>	<p>- UNAP gives Government sectors an overview of how to include nutrition in guidelines</p>	<p>- REACH's 4-year Country Implementation Plan is the basis of support to OPM Objectives 4 and 5</p>	<p>- Donors function within the Government of Uganda policy</p>	<p>- CSO's engage in nutrition within existing policy</p>	
<i>Suggestions made for improvements?</i>	-Nutrition must be made a higher priority on	-All Stakeholders must embrace the UNAP as a	- The UN needs to deliver on established plans for		-Policy-review and revision activities need to be	

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	the National Development Plan (NDP) agenda, be seen as strategically cross-cutting -Need Guidelines on mainstreaming nutrition in sectors	Guideline for implementation of nutrition actions	nutrition scale up		completed.	
4. Influence policy/legal framework development through advocacy/contribution	2	3	2	0	4	Not Scored
<i>Explanations: What activities/interventions underly this scoring?</i> (Copy post-its written during workshop)	- National Food and Nutrition Policy was reviewed in 2013 -OPM and UNICEF have planned to follow through on this process in 2014	Ministry of Gender, Labour & Social Development has created a policy on maternity leave. Policy is currently being reviewed to support exclusive Breastfeeding. Under MoH – Food Fortification Policy was instituted -East Africa has a Food and nutrition policy that is under consultation	- Policy review process initiated with UNICEF in 2013, with plans to complete it in 2014	-Donors support, advocate and disseminate but do not develop national policy	- CSO's have actively participated in development of National Nutrition Advocacy and Communication strategy	
<i>Suggestions made for improvements?</i>	GoU should fast-track the policy review process	- Next step includes supporting the implementation	-Results of the policy review exercise should be			

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		tion of the available policies	disseminated			
5. Disseminate policy and operationalize / Enforce legal framework	2	3	2	0	2	Not Scored
<i>Explanations: What activities/interventions underly this scoring?</i> (Copy post-its written during workshop)	-National strategic framework for SUN (UNAP) exists and is active -Policy review meetings have been held	-Food and Drug laws, in addition to the UNAP, are already available	-The UNAP permits MS Nutrition SH to develop policy and guidelines for nutrition	-Donors support, advocate and disseminate but do not develop policy	Policies have been disseminated at country level	
<i>Suggestions made for improvements?</i>	-Passing a nutrition bill to legalize the framework could strengthen nutrition action -Sector documents should be reviewed and updated	- Government Institutions should be strengthened, and encouraged to disseminate and roll out the nutrition policies and laws	- Dissemination of policies should also take place at district level		Nutrition actions, based on policy, needs to be done at community and district level	
6. Track and report results for steering and learning / Sustain policy impact	2	2	3	2	1	Not Scored
<i>Explanations: What activities/interventions underly this scoring?</i> (Copy post-its written during workshop)	-The National Nutrition Forum (NNF) provided an opportunity for reflection and learning -Monthly reporting to SUN -World Bank	Some studies have taken place, and experiences have been shared (e.g. UNICEF and COHA/CADAC)	International fora (e.g. Stakeholder Mapping meeting in Addis in 2014) provide opportunities for experience sharing and learning		Donors share information at global level	

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	support to M&E framework development					
<i>Suggestions made for improvements?</i>	<ul style="list-style-type: none"> -Information sharing platform should be activated - UNAP M&E framework would support tracking and learning - Coordination mechanisms need strengthening - Costing sector priority nutrition areas will improve funding opportunities 	<ul style="list-style-type: none"> -Strengthen the financial and human resource capacity of the UNAP Secretariat, to track and report results of scaling up nutrition 	-None		<ul style="list-style-type: none"> - Information should be shared regularly at national level 	

Process 3: Common Results Framework for National Nutrition Plan (aligned programming)

Score each step: 0 (not applicable); 1 (started); 2 (on-going); 3 (nearly completed); 4 (completed)

STEP	FINAL PLATFORM SCORE	Score for Government	Score for UN network	Score for Donor network	Score for CSO network	Score for Business network
1. Align own programmes to national nutrition-relevant policies	2	3	3	2	2	1
<i>Explanations: What activities/interventions underly this scoring? (Copy post-its written during workshop)</i>		-All of GoU development policies are aligned to nutrition relevant policies under the UNAP	-UN nutrition strategy in line with UNAP, seeks to fill gaps and strengthen sectors	-On-going, donors continue to adjust programmes accordingly	- CSO activities align with UNAP - CSOs are engaged in MSP activities	-Aligned own programmes to UNAP

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			UN SUN – System Network launched in 2013 and beginning to become active in Uganda			
<i>Suggestions made for improvements?</i>	-Fully align all actors to UNAP and begin to track stakeholder s’ activities	Strengthen the implementation of the UNAP amongst the different sectors by the involving high level Gov’t officials (the Permanent Secretaries) as well as the Accounting Officers.	-Advocate for all MS Nutrition stakeholders to align programmes to UNAP			-Need to be more involved in policy analysis and assess their alignment to Nutrition
2. Translate policy / legal framework in Common Results Framework (CRF) for SUN	1	2	1	0	0	
<i>Explanations: What activities/interventions underlie this scoring? (Copy post-its written during workshop)</i>	UNAP strategy launched 2011 and ongoing until 2016	UNAP M&E framework development activity is going to take place in 2014, with support from the World Bank	UNAP M&E framework will be developed soon. Budgetary framework is partially completed (Costing of UNAP)			
<i>Suggestions made for improvements?</i>	Ensure that Nutrition is a cross-cutting issue in the second National Development Plan (NDP)	Finalize and disseminate the M&E framework widely	Fast track the development of the UNAP M&E framework		CSOs need to adapt CRF (UNAP) to the local context, at decentralised levels CSO need to increase their engagement with UNAP implementation	

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3. Organise implementation of CRF	1	2	2	0	0	
<i>Explanations: What activities/interventions underlie this scoring?</i> (Copy post-its written during workshop)		-Process has started especially in the Ministries of Education, Agriculture and Health	-NNF report exists - Mobilisation at national level			
<i>Suggestions made for improvements?</i>		Support the roll out of UNAP at the District and Community levels through the DNCC	Increase mobilisation at district and community level			
4. Manage implementation of CRF	1	1	2	0	0	
<i>Explanations: What activities/interventions underlie this scoring?</i> (Copy post-its written during workshop)		-Monitoring tools are not yet finalised -Nutrition-specific funding is insufficient	Sector-managing and coordinating of nutrition Stakeholders - management	Donors only support the UNAP, but do not implement		
<i>Suggestions made for improvements?</i>	Eco-mapping needs improvement	-Advocate for Nutrition-specific funding within the Ministries to increase the availability of funds	Facilitating M&E framework	-This is practically done -Some donors do it, others do not -There is no clear existing channel for reporting		
5. Track and report implementation results for steering and learning/evaluate to sustain impact	3	2	1	1	0	
<i>Explanations: What activities/interventions underlie this scoring?</i> (Copy post-its written during workshop)	-UNAP M&E Framework is in development Tracking and	Some sectors such as Health, Agriculture, Gender, Labour & Social	Plans are underway to conduct UNAP Midterm Review in 2014; UN			

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	reporting are not shared externally	Development doing well but indicators are not yet harmonised	Nutrition Technical Working Group has developed a draft UN Nutrition Strategy for Uganda, and will work together to develop a possible joint project.			
<i>Suggestions made for improvements?</i>	-Accelerate process for developing and implementing M&E	- Harmonization of the indicators under the common Monitor and Evaluation tools	- UNAP Midterm review will be implemented in 2014 and guide improvements for remaining period.	-Long-term sustainability is currently not guaranteed		

Process 4: Financial tracking and resource mobilisation

Score each step: 0 (not applicable); 1 (started); 2 (on-going); 3 (nearly completed); 4 (completed)

STEP	FINAL PLATFORM SCORE (Morning Session)	Score for Government	Score for UN network	Score for Donor network	Score for CSO network	Score for Business network
1. Assess financial feasibility	1	2	1	Not scored	0	1
<i>Explanations: What activities/interventions underlie this scoring? (Copy post-its written during workshop)</i>	-No transparent mechanism around UNAP funding -Lack of commitments from all stakeholders	-There is a mapping every year -Budget is available in the sectors -Specific intervention in nutrition is minimal -Costing is done	- UN partners are sharing financial information on nutrition activities, and have begun coordinating budgets			-No comments
<i>Suggestions made for improvements?</i>	-Share past expenditure reports -Improve in the eco mapping process to prevent duplication	-Nutrition-specific funding by the Government should be considered	-Support UNAP activities by providing justifications for UN contributions		- Assessment on actual spending should be done	-Missing link is sustainable funding resources
2. Track and	1	2	1	2	2	1

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(transparently) accounting of spending						
<i>Explanations: What activities/interventions underlie this scoring? (Copy post-its written during workshop)</i>	-No mechanism to transparently track accounting of spending	-Strongly applied in agriculture and health but other sectors are lacking	Nutrition project expenditures are reported to donors		Yet to be done on UCCO-SUN	<i>No comments</i>
<i>Suggestions made for improvements?</i>	-Build UNAP capacity for financial tracking -develop appropriate policy framework	-Engage the different Sectors to promote nutrition finance promotion	-UN will propose to development partners to share budget information partners		-Share reports	-Needs full implementation
3. Scale up and align resources (incl. filling the gaps)	1	3	1	1-2	0	1
<i>Explanations: What activities/interventions underlie this scoring? (Copy post-its written during workshop)</i>	-Lack of information on money earmarked for nutrition	-Successful Donor Engagement but still limited resources within the Government programmes	UN supports UNAP Secretariat activities and various Sector Ministries but has plans to scale up	- Donors are at different stages		<i>No comments</i>
<i>Suggestions made for improvements?</i>	-The Government needs allocate a National Budget to nutrition	-Build the capacity of the Sectors to scale-up nutrition – Obtain nutrition-specific resources	Beginning 2015, several UN partners will implement new country programmes with scope for scaling up nutrition (e.g. school age child nutrition, MNP, etc.)		-Need to identify local resources for SUN activities	-Need advocacy for allocation of resources from Got
4. Honour commitments (turn pledges into disbursements)	2	3	2	4	2	2
<i>Explanations: What activities/interventions underlie this</i>	-External commitment is being honoured	- Government has engaged in addressing	UN agencies have supported UNAP and		-Have external commitment (grant)	-External commitment is being honoured

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<i>scoring?</i> (Copy post-its written during workshop)	-GoU has mobilised donors, we are not yet there in terms of disbursements	the underlying issues that lead to undernutrition such as the immunization programmes, Universal Education provision, malaria control programmes among others	Scaling up Nutrition since 2011 through REACH Partnership Country Implementation Plan (2011-2015) and individual agency contributions			
<i>Suggestions made for improvements?</i>	-Increase GoU commitment/allocate resources to IPs	-Increase the Government resource allocation to Nutrition-specific Programming.	UN Support has been inconsistent: in future, pledges will be made early, and contributions give in a timely manner.		-Share information with OPM	-Should be community owned, working through existing systems in the community to reach the mothers and children that need improved nutrition
5. Ensure predictability / sustain impact / multi-year funding	3	2	1	Not scored	0	2
<i>Explanations: What activities/interventions underlie this scoring?</i> (Copy post-its written during workshop)	-Vision 2040, UNAP, NDP Strategizing is ongoing	-The Government has instituted several policies and strategy documents to ensure the sustainability of the UNAP programmes	Since 2010, UN nutrition support has been through ongoing 5-year Country Programmes. Some of these did not include scaling up nutrition, and thus inputs were not			-No comments

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			predictable.			
<i>Suggestions made for improvements?</i>	Plenary discussions: -Budget guidelines - Budget in Nutrition -Budget line on Nutrition at Sector level is needed, this should be a decision level	-Effective implementation of the policies and strategies is needed.	Beginning in 2015, UN agency Country Programmes will include activities to scale up nutrition, and present multi-year funding to achieve scale up by 2020.			<i>No comments</i>

Other Comments Group work 1: 1 & 2

- ❖ On Nutrition mainstreaming- there have been trainings and guidelines developed by MoH
- ❖ But there have been meetings - Policy review meetings in Jinja, sector planning meetings and costing, so how do we get a score of 0 around mainstreaming
- ❖ Budget guidelines - Budget in Nutrition
- ❖ Budget line on Nutrition at sector level is needed, this should be a decision level
- ❖ How much do we know about what is going on is the issue, the challenge is how to share information? Get information managed

Comments- Group work 1: 2 and 4

- ❖ Group made analysis without scoring, and then scored today, there appears to be a disconnect. Sector levels have accounting mechanisms, quarterly reports
- ❖ At NNF donors- presented financial commitments on Nutrition, we cannot track beyond donor commitments, refer NNF report
- ❖ Demystify –Nutrition Sensitive and Nutrition Specific interventions, and based on the causal framework. We need to be clear on what we define as “Nutrition”

Additional Comments:

- ❖ Regarding involvement of Water and Sanitation, we were informed that at the Sector level at the National level it was tricky but at the District level the community department has the WASH programme integrated with nutrition. That is where the emphasis is at the moment.
- ❖ Regarding issues of financial resources at Sector level it should be increased otherwise there is nutrition-specific money under the World Bank which will include Education and Sectors like Health and Agriculture OPM needs to advocate for other sectors