



SUN MOVEMENT POOLED FUND

# Final Progress Donor Report (2018–2021)

March 2022

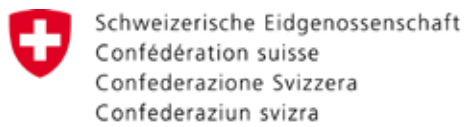




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# Acronyms

<b>B2B</b>	Business-to-business	<b>NASCIB</b>	National Association of Small and Cottage Industries of Bangladesh
<b>BMI</b>	Body mass index	<b>NCD</b>	Non-communicable disease
<b>CE</b>	Cost extension	<b>NCE</b>	No-cost extension
<b>CFP</b>	Call for proposal	<b>NGO</b>	Non-governmental organization
<b>CSA</b>	Civil society alliance	<b>PETS</b>	public expenditure tracking surveys
<b>CSN</b>	SUN Civil Society Network	<b>SBN</b>	SUN Business Network
<b>CSO</b>	Civil society organization	<b>SDG</b>	Sustainable Development Goals
<b>FAO</b>	Food and Agriculture Organization of the United Nations	<b>SEO</b>	Search Engine Optimization
<b>FIRCA</b>	Interprofessional Fund for Agricultural Research and Advice	<b>SMART</b>	Specific, measurable, achievable, realistic and timebound
<b>GAIN</b>	Global Alliance for Improved Nutrition	<b>SME</b>	Small and medium-sized enterprise
<b>GFF</b>	Global Financing Facility	<b>SMS</b>	SUN Movement Secretariat
<b>INGO</b>	International non-governmental organization	<b>SUN</b>	Scaling Up Nutrition
<b>JAA</b>	Joint Annual Assessments	<b>UNOPS</b>	United Nations Office for Project Services
<b>JONSUN</b>	Journalists Network for Scaling Up Nutrition	<b>UNN</b>	United Nations networks
<b>MSME</b>	Micro, small and medium-sized enterprises	<b>USAID</b>	United States Agency for International Development
<b>MSP</b>	Multi-stakeholder platform	<b>WFP</b>	World Food Programme

# 1. Executive summary

From 2018 to 2021, the SUN Movement Pooled Fund (hereafter referred to as the Pooled Fund) served as a last resort, catalytic, innovative and country-driven funding mechanism, designed to support SUN country actors in their efforts to scale up nutrition interventions, in line with the strategic objectives of the second [SUN Movement Strategy and Roadmap \(2016–2020\)](#). The United Nations Office for Project Services (UNOPS) manages the Pooled Fund under the stewardship of the SUN Movement. In just three years, the Pooled Fund grew from an initial US\$3 million investment, to a multi-phased budget of \$18.5 million, supporting 86 grant projects across 48 SUN countries.

In collaboration with the SUN Movement Secretariat (SMS), grant funding was allocated to SUN country projects according to specific eligibility criteria, through five transparent and competitive Calls for Proposals (CFP) and selection processes, across two funding windows.

- [Window 1](#) aimed to build or strengthen the participation of non-state actors in Multi-stakeholder platforms (MSPs).
- [Window 2](#) aimed to accelerate the coordinated delivery of high-impact nutrition activities by MSP members, encouraging innovation and cooperation across core areas, through knowledge-sharing and learning.

Since 2018, grant-making was identified as the most ideal mechanism for the Pooled Fund to enable national government and non-state actors develop a common voice and action on nutrition, translating commitments into nutrition action and impact at the national level. The focus has been on supporting grantees to implement catalytic and innovative projects that align with national plans, and strengthening governance and in-country capacities to meet donor and government requirements to scale up nutrition. Through improving these functions, MSPs (government, United Nations organizations, donors, civil society, the private sector, academics, parliamentarians and media) are increasingly being considered as vital partners in key national planning processes, including decision-making, implementation, national development planning and budgeting for nutrition.

The Pooled Fund's commitment to adaptive planning throughout, as well as its practice of drawing constructively on challenges and solutions – as articulated by grantees – has facilitated the rise of a **country-led, country-driven and locally determined response to SUN countries' needs**. As explained in [section 3.3](#), this 'agile' approach has reaped multiple benefits, not least in substantially informing the improved planning by SUN countries during the COVID-19 response.

As outlined below, and further expanded on in [section 1.1](#), the impact and legacy created by SUN partners with Pooled Fund support is owed in large part to its four key pillars **catalytic, innovative, last resort and country driven**.

## CATALYTIC

The Pooled Fund has proven itself catalytic through new **investments** mobilized by grantees, in favour of nutrition. By programme close, SUN CSAs had secured over \$5.1 million in donor contributions for high-impact in-country nutrition activities, and a further \$165,000 raised to address COVID-19 nutrition activities, compared to a total of \$244,000 mobilised in 2018. In addition, 47 CSAs now have sustainability strategies, as compared to 13 in 2018. The catalytic effect was also visible through cross-network collaboration, and inter-network collaboration between countries, CSAs in particular were empowered to lobby, engage and contribute to government development agendas, including enhancing sustainable and effective implementation of multi-sectoral plans, policies and programmes on nutrition.

## INNOVATIVE

Innovation has been achieved by SUN countries through various means. SUN networks have been empowered to champion novel approaches at community-level and innovation in advocacy, with multiple CSAs harnessing the diversity inherent amongst their members (including women, youth, journalists, lawyers and CSOs) to build broad and inclusive community outreach advocacy campaigns and encompass all-of-society demands from the respective governments. Innovation has also been realised through creative nutrition programme design, especially under the Window 2 round of funding. Importantly, during COVID-19, innovation took the form of creative solution finding amongst grantees, to continue delivering on core missions in spite of pandemic-related restrictions.

## LAST RESORT

By design, the Pooled Fund was structured to provide grant funding where this was not otherwise nationally available. As established by the 2022 Pooled Fund review, “most (other) funding available does not fund opportunities for locally-led approaches, and key actors are often left behind as opposed to being able to drive their own response for nutrition.” As a result, a large number of SUN CSAs struggling to identify donor funding for specialised nutrition advocacy and programming were supported through the Pooled Fund. The “last resort” approach also proved necessary in instances where CSAs were initially overlooked for funding opportunities by donors, due to limited technical or financial capacity, or experience in implementing large scale programmes. In such cases, and given the considerable additional capacity building provided by the Pooled Fund, more than 15 instances have been recorded where CSAs have been supported into successfully winning funding opportunities from other UN and/or INGO donors, thereby reinforcing a catalytic effect. During the pandemic, this funding offered a last-resort solution to help conserve hard-won gains in advancing the overall nutrition agenda by both the SUN Movement, as well as SUN countries, given the repurposing of many formerly available funds for the humanitarian COVID-19 response.



## COUNTRY-DRIVEN

The Pooled Fund has served as a powerful tool to implement SUN countries' national nutrition agenda and priorities, placing SUN governments firmly at the helm. Supported projects were aimed at contributing to the overall achievement of national plans to scale up nutrition, with a clear focus on financing adequate, context-specific innovative solutions. With Calls for Proposals (CFPs) – i.e. demand-driven and competitive processes – a key feature of the Pooled Fund's design, grantees have from the outset been requested to design country-specific interventions that align with government plans, and invited to request technical support, thereby benefiting from improving their internal capacity significantly whilst receiving support. These capacity building opportunities have also been considered a key factor in ensuring that MSPs take the lead in implementing innovative approaches in the longer-term, paving the way for greater future sustainability based on a truly country-driven and country-owned approach.

## ENVISIONING A NEW POOLED FUND UNDER SUN 3.0

This year, 2022, will be a year of both review – as well as opportunity – for a renewed, last resort, catalytic and innovative Pooled Fund, as the SUN Movement transitions into its third phase under the SUN Movement Strategy 2021–2025 (SUN 3.0). The successes, lessons learned and insights consolidated in this report can inform and support the operationalization of SUN 3.0.

Despite the positive impact achieved by SUN partners since 2018, another cycle of donor funding for this innovative mechanism would be crucial to finance the much-needed additional mile of support in the implementation of SUN countries' nutrition agendas. Such funding would ensure that donor investments and grantees' lessons learned and impact achieved throughout Pooled Fund 2.0 would not have been in vain. This final funding cycle would also constitute the natural next step in the Pooled Fund's catalytic model, completing a successful “preparatory” phase, thereby enabling a successful exit strategy for the Pooled Fund and completing the circle to achieve the envisioned impact at the country level.

**” We must preserve the gains made in ending hunger and malnutrition. This requires systemic transformation, with governments in the driver's seat. It will take continued commitment and even greater action by governments to accelerate progress towards structural change and sustainability of the nutrition agenda.**

*Gerda Verburg, SUN Movement Coordinator*





# About this report

This report compiles the Pooled Fund's progress and achievements across five chapters into one in-depth review of its implementation years (2018–2021), including cumulative results and lessons that both grantees and team alike have acquired.

[Chapter 1](#) summarises the highlights and operational milestones from 2018 to 2021, while [chapter 2](#) discusses the grant recipients' achievements in depth. In this chapter, grant achievements are organised according to project outcomes, and are complemented by a more integrated analysis of achievements for: (i) civil society alliances (CSAs); (ii) SUN Business Networks (SBNs); and (iii) multi-stakeholder platforms (MSPs), during the two funding windows. Chapter 2 also includes various examples of grant-funded activities, particularly local-level activities that illustrate the noteworthy achievements of SUN networks worldwide.

[Chapter 3](#) provides information on cross-cutting themes that have been mainstreamed into the Pooled Fund's design, such as gender and youth, but also provides an overview of how the Pooled Fund responded to operational challenges arising from COVID-19.

[Chapter 4](#) examines the Pooled Fund in retrospect, discussing sustainability, challenges, lessons learned and strategic recommendations as grant projects come to a close. Since the release of the Pooled Fund Final Progress Report coincides with another critical moment for the SUN Movement – the operationalization of the SUN Strategy 2021–2025 (SUN 3.0) – an update on the visioning process for the Pooled Fund in SUN 3.0 has been included in [chapter 5](#).

Further information is also included in key annexes: [Annex 1](#) provides a detailed look into the financial aspects of the Pooled Fund, including contributions, as well as budgeted and actual expenditures (as of 31 December 2021). This information complements the official financial statements attached to this document. [Annex 2](#) provides the complete sets of global indicators, offering a deeper understanding of the Pooled Fund's data. Excerpts of these data are presented and elaborated on throughout the analysis of achievements in [chapter 2](#), to provide greater context at the country level. [Annex 8](#) provides a comprehensive list of opportunities, challenges and recommendations collected and sourced in detail throughout the lifetime of the Pooled Fund, while [annex 9](#) and [annex 10](#) provides more information on the Pooled Fund's communication efforts and grantee resource mobilization successes, respectively.

The team would like to thank all supporters from SUN countries, SUN networks and the many SUN members and partners who have contributed to the SUN Movement Pooled Fund since 2018.

## 1.1. THE POOLED FUND APPROACH

In service of the SUN Movement's vision to ensure a world free from malnutrition in all its forms by 2030, the Pooled Fund has since 2018 focused on strengthening national nutrition governance, joint implementation of national multisectoral nutrition plans, and increased local capacities in SUN countries. The impact created by SUN partners through this funding support is owed in large part to its four key pillars of strategic focus: **catalytic, innovative, last resort and country driven**. This section unpacks numerous instances of the practical implementation of these pillars, with further elaboration and analysis provided on this in [chapter 2](#) of this report.

### CATALYTIC

Since 2018, the working definition of this term has been “those [activities] which spur other interested parties to take actions and/or contribute to the continuation of the project after Pooled Fund resources expire.”<sup>1</sup> Effectively, through identifying and mobilizing financial support, the grantees are able to enhance their activities to an extent where they can attract subsequent funding, partnerships, and assistance. It is also about creating or enabling a coordinated approach that brings all relevant parties together through cross-network and inter-network collaboration between countries, to create additional impact through the mounting of a broad movement. Whilst broad in its scope, numerous instances of catalytic outcomes have been achieved by the grantees.

In Burkina Faso for instance, the CSA successfully leveraged multi-donor funds for its CAP project. The Pooled Fund investment was complemented by \$1.1 million from the Bill & Melinda Gates Foundation and an additional \$100,000 from Action Against Hunger. A further \$230,000 was raised through the “Right to Grow” project launched in April 2021 and implemented by Save the Children and five other organizations, including the CSA which was selected as the project's local implementing partner.

The Ethiopian SUN CSA mobilized EUR 500,000 from Irish Aid, ending in October 2021, in addition to the initial EUR 300,000 received from Irish Aid again, for activities implemented in 2019 and 2020. Furthermore, the Alliance has conducted members' financial mapping exercise to identify CSOs' available budgets. This information will be used to estimate the existing resources available for nutrition action and advocacy for domestic nutrition financing.

The SUN CSA in Mozambique also mobilized an estimated amount of \$2,245,172 through advocates/fundraisers for nutrition, which will allow it to address nutrition at the sub-national level. This amount was raised through a public tender launched by international donors including the European Union (EU), USAID, and UK Aid. The CSA has also been working with the local mining and extractive industries to mobilize nutrition funds and systematically tap into the private sector's resources.

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<sup>1</sup> p. 40, [2019 Pooled Fund Progress report](#)

## INNOVATIVE

Efforts by the Pooled Fund grantees since 2018 to enable catalytic solutions have gone hand in hand with “innovative” approaches, reaching community-level, non-traditional and furthest-left-behind actors. Activities were designed to be innovative “and spark external organizations’ interest in working together on nutrition interventions that previously did not exist, and/or which are new to a particular geographic area or group.”<sup>2</sup> As such, a total of 40 innovative nutrition approaches were piloted, all of which are now ready for national rollout, in the event of an extension of the Pooled Fund under SUN 3.0. Some highlights are provided below.

In Sierra Leone, the CSA and partners developed a manual with key nutrition messages, supported with relevant scriptures from the Qur’an and Bible, as a guide to facilitate health and nutrition promotional activities. Through this innovative interfaith project, imams, pastors and traditional healers developed connections with female market traders. They also consolidated closer relationships with religious leaders, as well as traditional healers, through televised messages on nutrition and child health. As a result, this strategy reduced rumours and/or ill-founded misconceptions about health issues within the community, and contributed directly to enhanced local trust in the health system.

In Senegal, the CSA launched a new communication approach for community behaviour change, based on smart theatre. Further to this, the local ‘Kocc Barma’ troupe was mobilized for the production of innovative communication to implement a communication plan of the multisectoral strategic plan for nutrition (MSPN), with plays and performances developed around several nutrition themes and the content of the MSPN. In Malawi, the national SUN CSA identified four main innovations to addressing malnutrition at both national and sub-national levels, such as developing a targeted district-level advocacy strategy; local community cooking demonstrations; public expenditure tracking survey (PETS), and policy analysis through budget national level budget analysis.

In Vietnam, the CSA mobilized cooperation amongst government departments between the Department of Labour, Invalids and Social Affairs, and the Department of Health, Labour Union of industrial zones. Other community and union leaders representing 11 factories committed to ensuring working conditions would accommodate pregnant and breastfeeding women, by creating breaks between work shifts for lactating women to express and store breast milk. Breastfeeding practices were further promoted through factory owners’ pledging to use the tannoy radio system to enforce break times.



2 Ibid

## LAST RESORT

One of the main objectives of the Pooled Fund was to bridge a funding gap for the implementation of nutrition activities in a series of specific contexts, and in response to SUN partners' needs. This funding opportunity was to be used as a last resort, i.e. when other funding was not available at the national level, with proposals submitted only after reasonable levels of effort clearly demonstrated that alternative sources of funding were unavailable. In such cases, the "last resort" value of these requests was assessed by an accompanying notification from the country donor convener (or the SUN Donors Network) corroborating that no other sources of funds at the national, regional and global level were available to the implementing partner.

The targeted partners were those with **low technical capacity in resource mobilization**, such as the CSAs in many cases, as well as **fragile and conflict-affected contexts** mainly receiving humanitarian or conflict response support vs. development funding. Robust examples of this include Pooled Fund grants to Afghanistan, Burundi, South Sudan and Niger CSAs, that all face difficulties attracting donor funding due to the fragile context they operate in, and a perceived limited capacity. Other targeted beneficiary groups include partners from the **middle-income economies** such as Costa Rica, Kenya and Tanzania, often not considered priority funding recipients by donors, due to their relatively more advanced economic development.

In addition, based on the focus placed on nutrition activities at the national level, there has been, in many countries, a shortage of funds to implement activities at the **sub-national level**, with limited financial contribution from CSA members and external funding available. In Bangladesh for instance, Pooled Fund support was the last resort option for the CSA that had experienced a severe shortage of funding since 2015, which had prevented the platform from operating nationwide, and efficiently coordinating with sub-national actors.

## COUNTRY-DRIVEN

The Pooled Fund has served as a powerful tool to implement SUN countries' nutrition agenda, and priorities. Projects were aimed at achieving national plans to scale up nutrition. There has been a clear focus on financing adequate solutions for each context, focusing the grant selection criteria on an updated analysis of the country situation that helped identify local needs, and assess how the Pooled Fund contributed in addressing them. Pooled Fund experiences have demonstrated that projects which are tailored to country needs and implemented by national actors have a stronger impact on nutrition actions.

In Guatemala for instance, 620 families – or 16.5% of the Xequemeyá community – were reached, following the successful CSA's inter-institutional coordination with local public health authorities. This tailored multi-sectoral approach, customized to respond to the specific needs of this indigenous community, led to the improvement of the families' access to health services, particularly for the follow-up of beneficiary children under two years of age. As a result of this enhanced coordination, and under the leadership of the local authorities, a total of 649 children (comprising 327 girls) benefited from height and weight monitoring, vitamin and micronutrient supplementation, deworming and monitoring of the vaccination schedule.



## 1.2. POOLED FUND OPERATIONS AND PROGRAMMING IN FIGURES

INVESTMENTS			
<b>\$3 million</b> – initial Pooled Fund budget in 2018	<b>\$18.5 million</b> – budget at the close of the Pooled Fund in 2021	<b>98%</b> – proportion of net expenditure from the entire Pooled Fund budget	<b>78%</b> of total budget spent on grants, personnel, communications and travel
<b>Total \$18,313,121</b> received from donors – breakdown per donor of total budget	<b>\$267,390</b> amount incurred in interest	Total amount disbursed – expenditure for 2018–2021 – <b>98%</b> of total budget	



PROGRAMMATIC			
<b>1</b> Pooled Fund Coordinator, two Grants Senior Officers, four Monitoring and Evaluation Specialists hired (including three region-based)	<b>5</b> rounds of CFPs administered	<b>68</b> grant agreements signed, including 63 with civil society organizations/alliances, two with government agencies and three with United Nations organizations	
<b>68</b> grantees awarded funding	<b>48</b> SUN countries benefited from Pooled Fund projects	<b>132</b> reports reviewed and cleared	<b>29</b> virtual monitoring missions and 14 field monitoring missions
<b>132</b> interim and final grant reports processed, ensuring data quality and good stewardship of donor funds	<b>10</b> Consultative Group meetings	<b>67</b> grant agreements closed (pending FAO Costa Rica/Window 2 – Cycle 1)	

COVID-19 RESPONSE	
<b>15</b> grantees awarded funding from <b>15</b> beneficiary countries 15 grant agreements closed	<b>1</b> midterm review and one grant close-out meeting
<b>Total \$496,782</b> spent on grant top-ups under Window 1 Cycle 2 for COVID-19 activities	<b>Total \$750,702</b> awarded to Window 1 Cycle 4 COVID-19 grants

### 1.3. AT-A-GLANCE: WINDOW 1 PROJECTS

**Window 1:** *Strengthened participation by in-country non-State stakeholders (civil society, private sector actors, academics and journalists, among others) and parliamentarians in national multi-stakeholder platforms to implement and scale up nutrition plans.*

Window 1 of the Pooled Fund was launched in May 2018 to catalyze a broad-based movement of stakeholders in the national planning, implementation, monitoring and evaluation of multi-stakeholder nutrition plans. Since its inception, it has supported the engagement of non-governmental actors (e.g. public figures and key influencers) with the implementation of national nutrition plans, through their participation in nutrition-focused MSPs at the national and sub-national levels. Through Window 1 and its four funding cycles, actions were aligned with the priorities of national MSPs for nutrition-accelerated progress, and benefited from the added value of multi-stakeholder contributions to national priorities for scaling up nutrition. The eligibility and success of Window 1 grants focused on delivering results for nutrition, with support also provided for start-ups or the expansion of national SUN CSAs, national SBNs and other partners to participate in MSPs and ensure a coordinated and effective national response to malnutrition. For a comprehensive overview of the structure of all Window 1 projects, per cycle, refer to [Annex 3](#).

### 1.4. AT-A-GLANCE: WINDOW 2 PROJECTS

**Window 2:** *Strengthened Multi-Stakeholder Platforms and improvement of their performance at national and especially at the sub-national level and collaboration across key areas, via sharing and learning, to increase impact.*

A grant CFP was announced in July 2019, formally launching Window 2 Cycle 1. This round of funding was open to any type of stakeholder (government or non-government), to support joint implementation and cross-network collaboration, for a period of 14 months. Window 2 was created to accelerate MSP members' coordinated delivery of nutrition interventions at the national and sub-national levels, and to encourage collaboration across key areas through knowledge-sharing and learning to increase impact. The goal of Window 2 was to identify scalable opportunities to address the root causes of malnutrition, inform behaviour change and coordinate nutrition responses, through harnessing the power of local advocacy and support via CSAs. Three "themes" were key to this funding round, making it distinct from Window 1 grants: innovative approaches, maternal support and knowledge-sharing.

A total of \$3,312,187 was awarded to 12 SUN countries under this cycle: Bangladesh, Costa Rica, Ethiopia, Guatemala, Kyrgyzstan, Malawi, Nigeria, Senegal, Sierra Leone, Tanzania, Vietnam and Zambia. A defining feature of this CFP was the requisite inclusion of sustainability activities into project proposals, which was especially relevant considering the SUN CSN had been pursuing efforts with CSAs since 2019 to ensure the sustainability of achievements, and maintain momentum once Pooled Fund grants expired.

## 2. Achievements, highlights and results

### 2.1. SUN MOVEMENT THEORY OF CHANGE

Pooled Fund grantees have made significant contributions to the [SUN Movement's theory of change](#), which aims to create a transformational pathway for nutritional change, through addressing the following six pillars of strategic focus:

*Figure 1. Theory of change pillars*



### 2.2. SUN CIVIL SOCIETY ALLIANCES (CSAs), RESULTS BY OUTCOME

SUN CSAs have been offered a comprehensive suite of support services by the Pooled Fund since 2018, including capacity-building, due diligence and quality assurance activities. Grantees have thus been enabled to support technical roles and policy development.

As noted in [section 2.1](#), the SUN Movement's ultimate vision is contingent on strong CSA participation in the design of nutrition policies and national plans. In 2018, many SUN CSAs lacked institutional and organizational capacity, which was identified and addressed by the Pooled Fund under CFPs in Windows 1 and 2. In these instances, the focus was on support for the start-up or expansion of national CSAs. Through this, grantees have significantly improved their ability to independently engage with key political actors and establish networks and partnerships, at both national and sub-national levels.

## OUTCOME 1: SPECIFIC, MEASURABLE, ACHIEVABLE, REALISTIC AND TIMEBOUND (SMART) PLANNING

*By the end of the grant period, the grantee SUN countries have SMART, costed, multi-stakeholder, multisectoral nutrition plans in place.*

CSAs have effectively advocated SUN country governments to incorporate nutrition agendas into national and sub-national legislation, resulting in **659 (up from 37 in 2018) national and sub-national nutrition plans clearly demonstrating the inclusiveness of CSAs' contributions by programme close (2021)**. Since 2018, national CSAs have become recognized key stakeholders in nutrition dialogue, planning and action, at both national and sub-national levels.

In 2018 and 2019, grantee capacity was primarily concentrated at the national level and focused on consolidating nutrition network structures, but by 2020, **improved sub-national capacity** enabled CSAs to independently engage with key political actors and establish networks and partnerships, at both the national and sub-national levels. This is reflected in the broadened focus of various Pooled Fund funding cycles. In 2018, during the first round of funding, emphasis was placed on supporting the start-up or expansion of SUN CSAs, which by the second round of funding had been sufficiently addressed, with the focus shifting to the role of CSA leadership and in turn, greater grantee sustainability and resilience.

Since 2018, SUN CSAs have onboarded **1,336 nutrition champions, 46 per cent of which were women**. These champions are individuals who have been identified as sympathetic and/or already aligned in some way with the domestic nutrition agenda (i.e. government focal points, public figures and key influencers). The influence and support of nutrition champions in delivering on the 659 nutrition-inclusive national and sub-national policies and plans achieved by 2021 should not be underestimated, as their contributions in amplifying the nutrition agenda has played a major role in transforming nutrition evidence into aligned, nutrition-inclusive policies. CSAs have been enabled to benefit from improved access to political processes on nutrition through forging relationships with these nutrition champions. Grantees have thus been enabled to act as **liaisons between policymakers and local communities**. Through working with nutrition champions at the sub-national level, CSAs have ensured that community voices are represented in regional and national planning documents.

This has been achieved through cross-network collaboration between the Pooled Fund and SUN Civil Society Network (CSN) ([section 3.5](#)), which, alongside other initiatives, have partnered since 2018 on capacity-building tools and strategies to effectively train nutrition champions. Capacity-building tools and strategies have been developed to ensure that nutrition champions are well-informed when addressing key processes related to legislation, policymaking, planning and budgeting. **Gender mainstreaming** has been achieved by systematically prioritizing and actively encouraging CSAs to work with, and focus more on, women. By programme close, 621 (or 46 per cent) of nutrition champions were women, demonstrating a significant increase from 2018, when only 193 nutrition champions were women.

Since 2018, SUN CSAs have organized **462 round tables targeting both national and sub-national stakeholders, and creating advocacy platforms**. Such events have afforded CSAs the convening power necessary for participatory and joint action, particularly where local, underserved and marginalized civil society organizations (CSOs) are concerned. At times, and especially during the COVID-19 pandemic, these round tables and consultations have been organized virtually. These consultation meetings have increased over time and emerged as



a powerful mechanism by which to engage civil society representatives, including lawyers, journalists and medical health professionals, as well as local government representatives and parliamentarians. Through these advocacy events, a sense of urgency on pressing nutrition topics grew, with participating CSOs demanding accountability from government representatives. **Over 7,500 diverse participants (45 per cent of whom were women) have attended SUN CSA round tables since 2018**, which have proven central to advancing pressing nutrition agendas and fast-tracking nutrition commitments.

During COVID-19, CSAs were able to leverage these established advocacy initiatives (i.e. round tables, consultations and briefs) into tools for demanding further funding for nutrition, with local needs significantly increased due to the pandemic. As such, **57 additional round tables were held, 38 at the national level and 19 at the sub-national level**. As previously mentioned, the organizational flexibility of CSAs to deliver round tables both in person and virtually served them well during the pandemic, allowing for a relatively high number of advocacy platforms during this challenging period.

For examples of CSA contributions to national and sub-national nutrition policies through CSOs and nutrition champions in Kenya, Madagascar, Philippines and Pakistan, refer to [table 1.1 in Annex 6](#).

## OUTCOME 2: FINANCIAL RESOURCING

*By the end of the grant cycle period, international and domestic resources are better mobilized to finance national nutrition plans.*

CSAs have made remarkable progress since 2018 in strengthening their members' technical and institutional capacity, both at the national and sub-national levels. Under this outcome, many CSAs **focused on budget analysis activities**, often undertaking analyses of existing national nutrition budgets or ministries tasked with national-level nutrition planning. This was also carried out at the local level, through the lens of municipal or provincial budgets. As such, CSA activities have often resulted in powerful advocacy gains in SUN countries, given the importance of scrutiny, as well as demanding better accountability and transparency by an empowered civil society. Through the efforts of increasingly more effective advocacy by CSAs, as well as CSA participation in multiplatform budgeting exercises, **pillar 3 of the SUN Movement theory of change – on mobilizing resources to support and fund nutrition-specific and nutrition-sensitive actions – has been substantially advanced**. The grantees' role in facilitating such progress has been consistent since 2018, and is the result of numerous activities, not least the facilitation of CSA involvement in innovative financing mechanisms such as the World Bank's Global Financing Facility (GFF), which has led to more nutrition-sensitive budgeting and direct interventions for pre-existing funds, at both national and sub-national levels. The Pooled Fund has therefore provided aligned and harmonized resources to SUN country actors, while promoting mutual accountability between government and network representatives, to create a public demand for nutrition.

For examples of nutrition-focused budget inclusions and/or commitments following CSA advocacy in Benin, Cameroon, Peru and Zimbabwe, refer to [table 1.2 in Annex 6](#).

Since 2018 there has been a steep increase in CSA inputs to budget analyses for nutrition plans. This was monitored through CSA inputs to national cost nutrition plans, where addressing financing gaps rose from **12 in 2018 (eight at the national level, and four at the sub-national**

level), to 115 in 2021, with 72 at the national and 43 at the sub-national level. CSA inputs included budget analysis and tracking, the presentation of positions and notes during key meetings, technical analysis of the contents of budgets or allocations to nutrition, and follow up on the allocation of funds and expenditures as per the budget, thereby contributing to improved decision making on resource allocation.

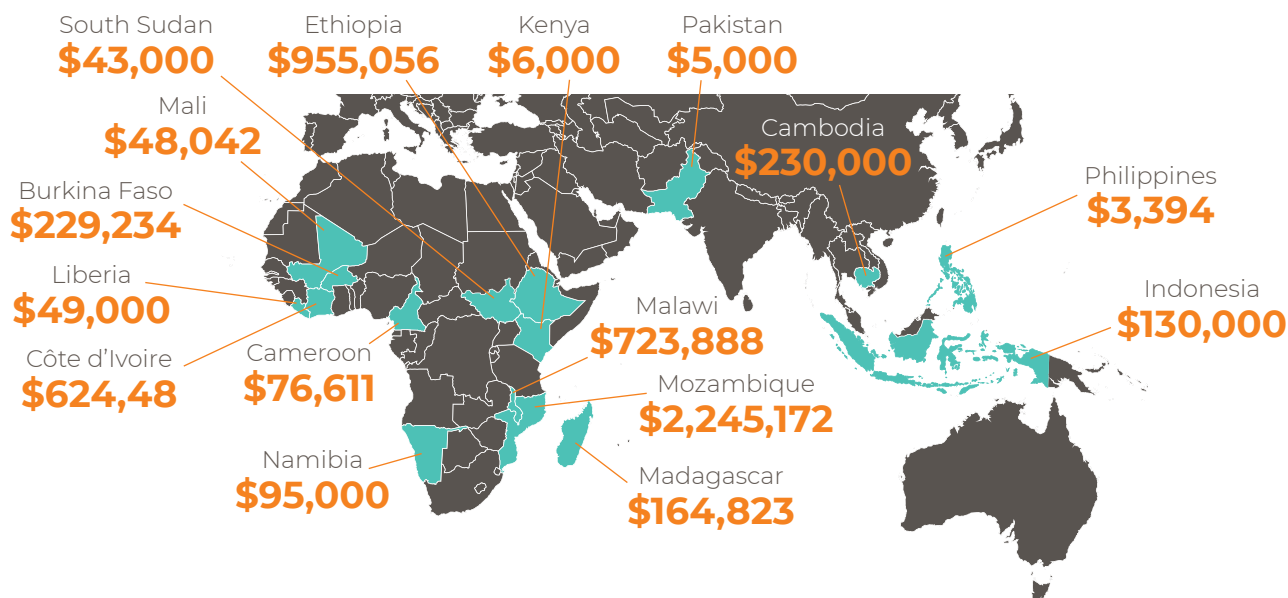
CSA participation in budget analysis activities has also enabled improved identification of financing gaps in national costed nutrition plans, rising from five (all at the sub-national level) in 2018, to 186 by programme close, of which 37 were at the national level, and 149 at the sub-national level. This steep increase has additionally led to effective campaigning on the improved allocation of national nutrition budgets, resulting in overall greater spending on nutrition in SUN countries.

**Resource mobilization** was a key area of focus under this outcome, with Pooled Fund investments generating additional revenue from external sources, and generally elevating the profile of nutrition as a worthy investment for national growth and resilience. Resource mobilization also took the form of CSAs committing to longer-term sustainability, by diversifying their funding and revenue streams. In a significant increase from 2018 when CSAs were able to secure \$244,285, by 2021 fundraising capability had risen to \$5.2 million. Incorporated funding commitments took the form of cash contributions, partnerships, cost-sharing opportunities and subgrants. These were often developed alongside, or as part of, an overall sustainability strategy, which also saw a significant increase, rising from 13 strategies with incorporated resource mobilization components in 2018, to 47 by 2021.

It is worth noting that fundraising capability among CSAs varied throughout regions, with some grantees leveraging additional resources more successfully than others. Annex 10 provides more information on the financial resource mobilization successes of individual countries.

For examples of resource mobilization in Burkina Faso, Cambodia, Mali and Mozambique, refer to table 1.3 in Annex 6.

**Amounts raised (in US\$) by various Pooled Fund countries' CSAs for nutrition activities (2018-2021)**



## OUTCOME 3: EFFECTIVE IMPLEMENTATION AND ACCOUNTABILITY

*By the end of the grant cycle period, the SUN country CSA is on track in implementing its nutrition commitments and is making a demonstrable contribution to reducing malnutrition at sub-national levels.*

Overall, functionality amongst CSAs has increased following targeted capacity-building initiatives of the SUN CSN, which identified addressing structural and technical weaknesses and gaps in CSAs' ability to mount effective advocacy strategies. CSAs have not only developed their capacity for effective lobbying at the national and sub-national levels for SMART, costed, multi-stakeholder and multisectoral nutrition plans, with a total of **186 costed national nutrition plans in 2021 from a baseline of 5 in 2018**, but also their ability to increase alliance membership numbers and strengthen affiliated CSOs, and, as a result, amplify grassroots, community voices on nutrition.

CSA efforts to mobilize new CSOs have also proven fruitful. Such activities were largely concentrated under the first round of funding in 2018, when **1,712 new CSO members were registered, increasing to 2,178 (1,852 of which were NGOs) and 326 were international non-governmental organizations (INGOs)** by programme close in 2021. It is worth noting the deficit of nutrition-focused CSOs in SUN countries at the outset of the Pooled Fund, and the significant efforts taken by national CSAs between 2018 – 2021 to identify and grow networks to the fullest possible capacity. Pooled Fund grants supported the foundations of nutrition-focused civil society participation, especially in contexts where this existed in a limited – or non-existent – capacity. Under subsequent rounds of funding, the focus in terms of grant structure shifted from further growing CSA membership, to enabling innovative responses (Window 2 Cycle 1), and in 2021 to mitigating the effects of COVID-19 in a timely and agile manner.

In 2018 and 2019, CSAs focused on their internal governance and procedures, shifting their focus from 2020 onwards to activities that would build their technical capacity and provide opportunities to share ideas and partner for joint nutrition action. This enabled the amplification of CSAs' collective voice and action, thereby boosting their impact and influence in decision-making processes and implementation with both the community and the government.

CSAs' expansion of civil society and grass-roots networks in 2018 and 2019 meant that they were in a relatively more resilient position to mitigate the worst impacts of COVID-19. Through CSO networks, Pooled Fund grantees were able to reach **16.5 million people<sup>3</sup> with COVID-19-related behavioural change messages through 224 different behavioural change campaigns, as well as 4.4 million people (46 per cent of whom were women) with general nutrition-related behavioural change messaging**. This level of reach was in large part thanks to CSAs' broad and well-organized network presence.

COVID-19 was especially challenging for CSAs due to the sudden spike in end-beneficiary needs, compared with the highly constrained circumstances under which only pre-agreed programmatic activities were able to continue, another worrying factor of which was limited

<sup>3</sup> It is not possible to report on the exact percentage of women beneficiaries under this particular indicator as some grantees did not report sex-disaggregated data accurately to the Pooled Fund for it.

funding. One response during this time was to provide more flexibility to CSAs by agreeing to No-Cost Extensions (NCEs), and in some cases top-up funding under Window 1 Cycle 4.

For examples of innovation in advocacy in Cameroon, Kenya, Madagascar and Malawi, refer to [table 1.4 in Annex 6](#).

CSAs responded with agility to expectations under this outcome to coordinate MSP meetings, by contributing with quality inputs. While COVID-19 hampered these efforts to a certain extent, a total of **385 meetings were organized, a substantial increase from the recorded baseline figure of 33**. To continue delivering on this indicator, CSAs adapted with flexibility by moving meetings to an online format when the pandemic made in-person meetings impossible.

Through numerous efforts to expand and improve CSAs' capacity – especially at the sub-national level – there was a considerable increase in reported local policy alignment from CSOs. Increased achievements were observed under this indicator, with **CSO-identified commitments in alignment with government commitments rising from 28 to 915** at the national and sub-national levels. Gains were especially visible at the sub-national level, **highlighting the long-term value of grassroots and community-based advocacy campaigning, accounting for 78 per cent of this increase**.

The exercise and confirmation of policy alignment between varying levels of government strengthened the trust and relationship between civil society and governments. Alignment between nutrition policies and interventions was mainly achieved by developing CSOs' knowledge of government policies and procedures. With these tools, CSAs were able to identify access points to add value to government policies and plans. There was also a specific focus on building partnerships between the CSAs, and relevant nutrition stakeholders for strengthened collaboration and coordination. A total of **436 new partnerships were established during the Pooled Fund cycle**.

### **2.3. SUN BUSINESS NETWORKS (SBNs), RESULTS BY OUTCOME**

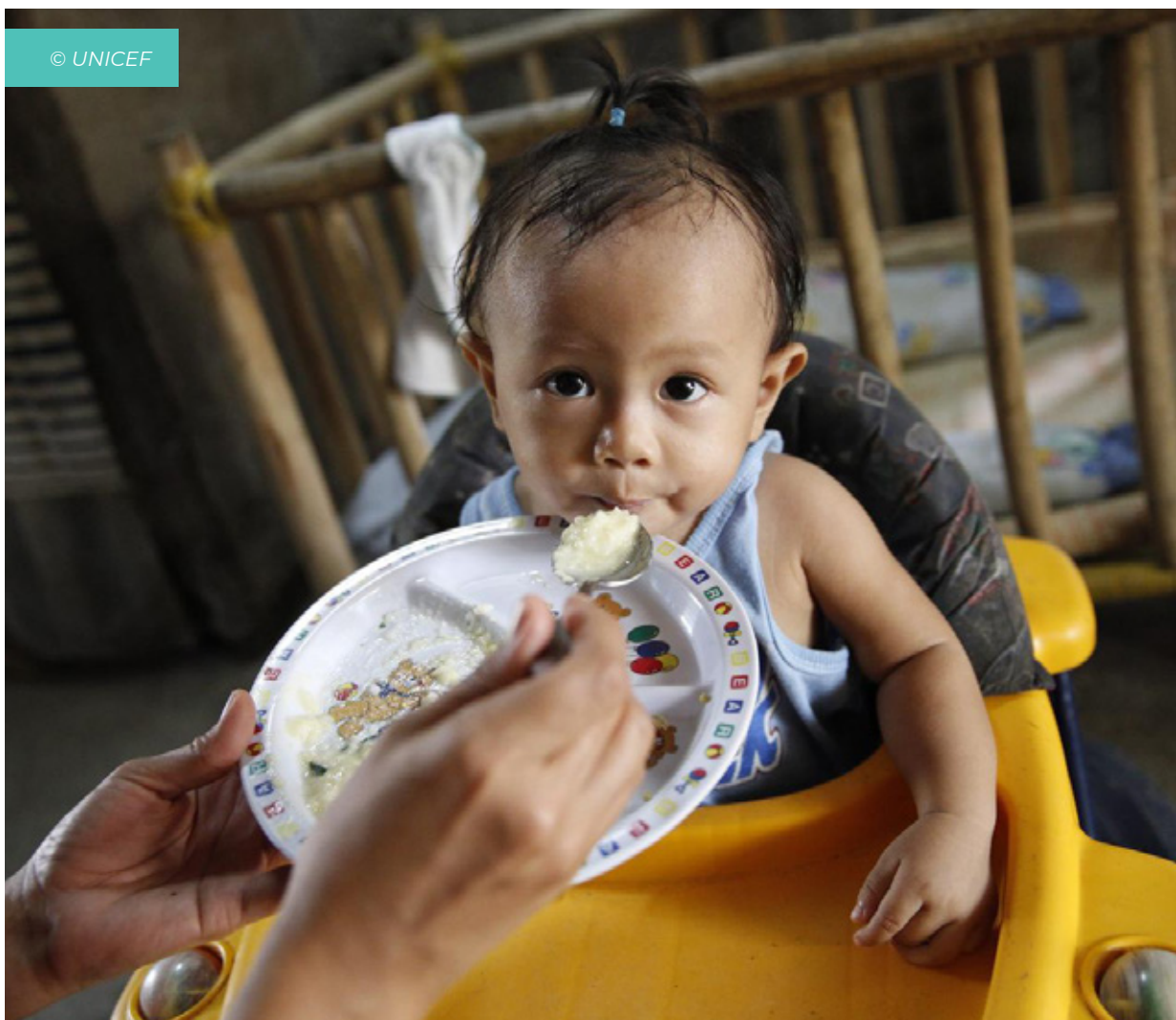
The Pooled Fund has supported the SBN – i.e. Window 1 Cycle 3 – through grants and synchronized work processes; by facilitating collaboration in advancing nutrition advocacy at the global level, and by helping SUN countries develop business engagement strategies at the national level. SBN initiatives fall under the Window 1 objective to build or strengthen the participation of non-state actors in MSPs, and have amplified significantly in 13 countries since the 2020 launch, before **scaling up to 19 countries in 2021**.

SBN initiatives support the Pooled Fund's overall objective to address pillar 4 of the SUN Movement theory of change, which is to align nutrition efforts at the national and sub-national levels to achieve greater impact. This is evidenced through the significant increase of **SBN numbers to 1,150 during the 18-month period of Window 1 Cycle 3, and the establishment of six new national SBNs** across Africa, Asia and Latin America. Such network growth has greatly increased the private sector's participation in national nutrition policy making, as well as its ability to forge strong partnerships with nutrition network counterparts in the public sector and CSAs.



With the COVID-19 pandemic declared shortly after the SBN implementation phase was due to start, both the WFP and the Pooled Fund were required to react with agility, as well as by collaborating on adapting agreed programmatic activities to accommodate the rapidly evolving situation. This took the form of **granting a six month NCE until June 2021 to WFP, allowing SBN grantees more time to close out their projects, as well as providing top-up funds worth \$770,204.** With respect to SBNs, resources were mobilized internally to approach the unforeseen public health emergency in a constructive manner. As such, a number of mapping exercises and data-gathering tools (surveys) were developed and shared among grantees, with responses incorporated into adaptive learning and reformulated strategies. In one instance, a large-scale survey of over 300 SBN small and medium-sized enterprises (SMEs) was designed to identify the impacts of COVID-19 on small businesses locally. Gaps identified by this mass-survey led to solutions being developed, with SMEs subsequently connected with the practical tools to address challenges raised.

The value proposition for the SBN has been endorsed by many SUN countries, with the SBN identified as a key platform for building and supporting greater engagement with businesses at the national level to achieve their national nutrition priorities, including during the pandemic.



## OUTCOME 1: ENHANCED GOVERNANCE

*By the end of the grant cycle period, countries supported by the Pooled Fund will demonstrate enhanced governance and accountability for nutrition through functional SUN Business Networks.*

Outcome 1 contributes to the achievement of SUN 2.0 strategic objectives 1 and 3 that include bringing relevant stakeholders together under the principle of common accountability. One of the most fundamental characteristics of a truly multi-sectoral response to nutrition is a **private sector that is engaged in, and accountable to, the nutrition of their consumer and labour markets**. The SUN Movement model is to organize and raise the awareness of national private sector actors in order to establish SBNs in SUN countries. Under this investment, national-level SBNs organize businesses to engage with MSPs, during which the SBN raises awareness amongst MSPs of the potential for greater collaboration with businesses, as well as by informing the private sector of specific means by which their networks can support in the overall achievement of national nutrition plans.

One of the key trackers of SBN results is the **Functionality Index (Fx)**. Its purpose is to chart various progress within SBN grantee countries, with the underlying Fx calculation is based on incoming data from in-country SBN coordinators, along with other data sources such as joint annual assessments (JAA). Following a number of tools developed to improve business and SBN capacity, progress on national SBN governance was evident, with **15 grantee countries receiving an Fx score equal to or greater than four points, and seven national SBNs remaining at functionalities of five points (the highest possible score)**. A further 11 countries increased their Fx score overall, which at the start of SBN grant implementation had been recorded as low, thereby demonstrating improved effective functioning of national SBNs. Only one national SBN (Côte d'Ivoire) did not improve its functionality during the grant period. Refer to [Annex 5](#) to view the SBN Functionality Index from baseline to final year implementation.

Progress was also made in aligning SBN global and national strategies with the priorities of SUN CSN, SUN donor and United Nations networks (UNN), with four global and 25 country-level inter-network amendments drafted.

National networks in Bangladesh, Kenya and Sri Lanka made notable achievements in deepening their engagement with businesses at the sub-national level, especially in underserved and marginalized communities in peri-urban areas. This was largely achieved through harnessing networks within the chambers of commerce or industry associations. These efforts were crucial in ensuring the full engagement of businesses in addressing national nutrition priorities, including at the sub-national level. For a spotlight on the Bangladesh SBN's engagements with cottage industries value chain, refer to [table 1.5 in Annex 6](#).

## OUTCOME 2: SCALED RESPONSE

*By the end of the grant cycle period, countries supported by the Pooled Fund will have scaled up their business responses in an effective, equitable, sustainable and resilient manner, thanks in part to increased SUN Business Network capacity.*

The second outcome relates to the SUN Movement's strategic objective 3 (implementing nutrition-related actions) and strategic objective 4 (mobilizing resources for nutrition). This outcome focuses on mobilizing the private sector to respond in a collective manner, by identifying gaps and developing solutions.

With Pooled Fund support, the SBN has accelerated national networks' capacity to scale up effective, equitable, sustainable and resilient business responses. Through the SBN's clear demonstration of the value in participating in the network, and investing in nutrition, **632 national businesses made commitments** to increase their involvement and improve nutrition practices. Additionally, **642 businesses were assessed for support** across 13 national SBNs, including roundtables and exploratory conversations with 48 non-SBN members.

Since 2020, the SBN has collaboratively developed **100 tools and documents with which to share lessons learned and facilitate inter-network activities**. Some of the most innovative tools developed include: i) a large-scale survey of over 300 SMEs to assess pandemic-related damages to businesses, the results of which the SBN used to leverage new and existing partnerships with governments, the development sector, SUN networks and the broader investment community to support SMEs in accessing critical technical assistance, marketing expertise and financial support; ii) joint SBN/SUN CSN conflict of interest guidelines; iii) the **'Nutrition at Work' handbook**, which provides training on balanced, nutritious (and where possible), fortified meals for staff in workplaces, as well as the inclusion of breastfeeding facilities. Several national SMEs identified the handbook as a crucial development, with some countries translating the handbook and reprinting this version.

The SBN also shared activities and best practices of its networks globally. This often took the form of research, with **60 articles published on the SBN global website, alongside quarterly newsletters and social media posts**. The global SBN team also **published an article** in the journal Science Direct, on the impact of COVID-19 on micro, small and medium-sized enterprises (MSMEs) involved in the food supply chain.

Information-sharing from partner networks also had the added bonus of giving well-deserved visibility to the hard-won nutrition gains of SUN countries. Such activities included hosting six recorded webinars with investor and technical assistance providers, outlining their support mechanisms for MSMEs. Together, these networks shared best practices on various technical topics, such as food fortification, nutritional value marketing and cash-flow management.

One of the most engaging activities in 2020 was the Pooled Fund's support for **pitch competitions among national SBNs**. The global SBN updated and disseminated the SUN pitch competition training materials on nutrition awareness and investment readiness. The materials included templates for SMEs to use for soliciting investment from commercial and impact investors. Interestingly, while there was no SBN presence in Cambodia at the time, a Pooled Fund beneficiary entered the competition, emerging as a top-five finalist.

Under this outcome, **efforts to mainstream gender were pursued, with 11% of 1,150 businesses opting to incorporate a focus on the nutrition needs of women, adolescent girls and children under the age of five within their business strategies.** The SBN also developed a set of gender mainstreaming recommendations for businesses seeking to develop strategies to improve gender policies, which was disseminated among beneficiaries.

### OUTCOME 3: KNOWLEDGE-SHARING

*By the end of the grant cycle period, countries supported by the Pooled Fund will have improved knowledge management and information-sharing to national multi-stakeholder platforms. This SUN Business Network knowledge will inform nutrition policy development and implementation.*

This final outcome is closely aligned to strategic objectives 1 and 2, which both emphasized gathering actors and promoting shared decision-making based on robust evidence. This outcome area emphasized the documenting and sharing of experiences, processes, best practices and lessons learned with national SBNs to other SUN networks, including in SUN countries where national SBNs did not yet exist.

By June 2021, Bangladesh, Kenya, Mozambique, Nigeria, Pakistan, Sri Lanka and Tanzania were submitting their national data through the SBN database. This figure was set to increase even after the close of the Pooled Fund, following the launch of the SBN's online database system.

The SBN further promoted knowledge-sharing and development within SBN networks, with **15 MSPs receiving information generated by national SBNs to encourage multi-stakeholder collaboration.** Clear collaboration on technical issues took place, such as the development of the [Nutrition at Work Handbook](#), which was subsequently translated into a number of local languages in Pooled Fund countries, and which other networks are now reviewing to identify areas for further collaboration. National SBNs also disseminated their newsletters to members, while quarterly workshops were held (virtually and in person) and technical materials were developed on the role of business and nutrition.

The SBN also conducted several evidence-gathering studies aimed at gaining valuable insight into the experience of involvement in the SBN from members. As part of this effort, **five documents were developed that focused on the experience of inter-network collaboration.** Of these, four case studies were developed documenting experiences shared by SBNs in Bangladesh, Kenya, Nigeria and Tanzania. Following this engagement, three online surveys of SBN beneficiaries were shared with the SMS, detailing grantee satisfaction levels following their experiences with SUN 2.0.

Other **SUN networks were also invited to join 40 national and seven global workshops on special topics** (e.g. business and gender, partnerships, financing and sustainability, and front-of-pack nutrition labelling). National SBNs invited other national networks to knowledge-sharing events, with the intention of jointly improving cross-network collaboration for the benefit of all stakeholders. National SBNs conducted virtual business-to-business (B2B) knowledge exchanges to maintain momentum during COVID-19 lockdowns. As a result, government members of the MSP and civil society members had an opportunity to better understand the importance of SMEs in the nutrition sector.

For examples of value propositions for nutrition in Bangladesh, Ethiopia, Madagascar and Mozambique SBNs, refer to [table 1.6 in Annex 6](#).

## 2.4. MULTISECTORAL AND MULTI-STAKEHOLDER PLATFORMS (MSP), RESULTS BY THEME

The Pooled Fund's core mandate is to: i) build or strengthen the participation of non-State actors in MSPs; and ii) accelerate the coordinated delivery of high-impact nutrition activities by MSP members across SUN countries. Under Window 1 grant projects, these efforts specifically took the form of building and strengthening the participation of non-State actors in MSPs. Following a Consultative Group decision in 2019 to open and define the strategic focus of the Window 2 grants, the focus shifted to accelerating MSPs' coordinated delivery of high-impact nutrition activities, encouraging cooperation across core areas throughout knowledge-sharing, and learning to increase impact.

Under Window 2 funding, MSPs – comprising various eligible entities – were enabled to focus on concrete nutrition actions. MSPs were required to link their nutrition actions to their national nutrition plans and joint annual assessments. Window 2 grantees were diverse, including United Nations organizations, NGOs, CSOs and government entities, and received support on behalf of the MSP.

### THEME 1: MULTISECTORAL NUTRITION INTERVENTIONS<sup>4</sup>

SUN countries implemented nutrition-specific and nutrition-sensitive activities for the benefit of communities, which focused in particular on women, children and communities at risk of malnutrition. The activities that countries selected were rooted in their national nutrition plan, country context and relevant policies.

Window 2 grantees focused on a multisector and multi-stakeholder approach to effectively advocate for legislative commitments with a longer-term impact that would remain tangible within the first 1,000 days. Priority areas identified to extract legislative commitments included investment in nutrition, codes of practice, workers' conditions and working mechanisms for nutrition, among others.

Window 2 grantees focused on a multisector and multi-stakeholder approach in an effort to advocate for legislative commitments. The priority areas identified to extract legislative commitments included investment in nutrition, codes of practice, workers' conditions and working mechanisms for nutrition, among others.

The Window 2 focus on **innovative approaches** for advocacy led to the piloting or replication of several initiatives in SUN countries at both the national and sub-national levels. One such initiative was the highly successful roll-out of **473 behavioural change campaigns** (410 of which took place at the sub-national level) by programme close, reaching **10.5 million people, 30 per cent of whom were women** and **46 per cent of whom were children**. Further advocacy innovation examples include CSA demands through MSPs for the institutionalization of policies surrounding special protections for pregnant and breastfeeding women and

<sup>4</sup> The term "theme" was used in Window 2 as an equivalent to "outcome" in Window 1.



children, including school-going children. Such demands were found to be especially valuable because they amplified public narratives surrounding calls for strengthened food environments, as well as the improvement of food quality and nutrition status, particularly for vulnerable groups. Altogether, **3.1 million women and 4.9 million children benefited from grant project-supported initiatives under Window 2.**

During the Window 2 Cycle 1 project lifetime, **40 innovative approaches for nutrition were tested** at the national and sub-national levels, and **62 innovative approaches were scaled up or adopted** at different levels, with **39 innovations hubs, labs and centres functional** at the sub-national level with the participation of communities. The Mumbwa Nutrition Convergence Centre in Zambia is one example of such a centre or lab created to improve maternal and child health through nutrition-sensitive interventions.

For examples of innovation and locally-determined projects in Ethiopia, Guatemala, Senegal and Vietnam, see table 1.7 in Annex 6.



## THEME 2: CAPACITY STRENGTHENING OF MSPS

Through Pooled Fund support, stakeholders have been able to foster a more robust and resilient domestic environment for nutrition. As part of this, MSP functionality has improved through membership management, elevating the role of strategic partnerships with nutrition champions, and harnessing CSA and SBN networks. **By the close of programme, 61 new functional platforms had been created.** The grantees committed to increasing MSP coordination and collaborative action through engaging with different sectors, including health, agriculture and education.

In addition to these multisectoral engagements, grantees worked through the **MSPs to contribute to 659 national and sub-national nutrition plans, policies and strategies** (of which 278 were at the national level and 381 at the sub-national level). This marks a considerable increase from the recorded baseline figure of 37 contributions. Most Window 2 grantees were able to establish or enhance MSP engagement, with a particular emphasis on local platforms. As a result, **105 sub-national MSPs were established or strengthened, with 207 partnerships formed** to promote collaborative and coordinated campaigns against malnutrition. Of these partnerships, 82 were established with CSOs, 47 with government partners at the central, decentralized and ministry level, 32 with private sector groups, eight with academia partners, and 38 with other stakeholders.

Through harnessing targeted advocacy techniques and strategies, including technical inputs to policy and planning processes, and engaging or onboarding a range of stakeholders, grantees were able to ensure that the legislation had buy-in from key implementers, such as the private sector, as well as users of the output, such as community and health workers.

## THEME 3: STRENGTHENING OF SHARING AND LEARNING

MSPs have been enabled to share knowledge and exchange lessons learned on issues and challenges affecting their domestic nutrition context, at both the national and global levels. This has been achieved through the improved documentation of field data and best practices, the sharing of lessons learned with other MSPs, and consistent peer-to-peer knowledge-sharing missions.

Unfortunately, the effects of COVID-19 hindered a focus on learning and exchanges of both the Pooled Fund team and grantees. Nevertheless, through a package of measures complemented by a swift response, a menu of knowledge products (i.e. technical guidelines or reports) was developed and subsequently used by 96 nutrition actors (from the government, the private sector and/or civil society) to develop their policies, responses, business interventions or programmes. A total of **40 different experience-sharing and learning platforms were also developed, with 25 instances of partnerships between MSP members in SUN countries, and six among different countries, thereby improving the knowledge base for MSPs overall.**

More advances remain to be made in improving MSP collaboration, which a **2020 SUN CSN survey** found to account for 22 per cent of the main challenges that CSAs face, and of which the 2020 SMS **Evidence Package highlighted** “knowledge sharing and learning is focused within the specific networks. There is limited cross-network learning and support at the country level.” It is recommended that future funding continue to prioritize cross-learning opportunities, especially through regional platforms and enhanced knowledge management.

## 3. Cross-cutting themes

### 3.1. GENDER

The Pooled Fund supported grantees in championing gender equality and diversity, and ensured that gender played a crucial component of SUN 2.0. **Initiatives to mainstream gender and inclusion were therefore factored into the design, implementation, monitoring and reporting of grant projects.** Grant applicants were asked to prioritize project activities that aim to benefit women, children and vulnerable groups. Grantees were also required to contribute towards gender equality through being monitored on their advocacy for a gender-sensitive lens in public policies, strategies and action plans at the national and sub-national levels, acknowledging that civil society's role in elevating women's voices in national plans should be further strengthened.

#### GENDER MAINSTREAMING IN PRACTICE: CAMBODIA

*The CSA worked with stakeholders to ensure that all priority actions of the National Strategy for Food Security and Nutrition (NSFSN) 2019–2023 explicitly reflected objectives for gender responsiveness, gender equality and gender equity. These efforts will ensure that gender mainstreaming data are quantifiable, transparent and nationally recognized. The CSA in Cambodia consistently ensured strong representation of women in all its major events, including World Breastfeeding Week, the University Forum and National Nutrition Day.*

Through various efforts and initiatives, Pooled Fund grantees have **prioritized women's participation in key decision-making processes related to legislation, policymaking, planning and budgeting**, successfully achieving key gains in this regard. This includes the identification and recruitment process for nutrition champions, for which women candidates have been given precedence as part of Pooled Fund guidelines since 2018, in recognition of the fact that healthy women and girls are the cornerstone of a healthy society. As mentioned under **outcome 1 of Window 1**, 46 per cent of the 1,336 nutrition champions were women by programme close in 2021, a significant increase from the baseline figure of 193 women nutrition champions.

For further examples of gender mainstreaming in Burundi, Guinea, Namibia and Nepal, refer to **table 1.8 in Annex 6**.

Gender mainstreaming tackles social inequities that contribute to malnutrition from a legal and structural perspective, with both funding windows (Windows 1 and 2) incorporating gender-sensitive inputs as a core activity for both national and sub-national planning. As a result, **577 nutrition plans (of which 232 are at the national level and 345 at the sub-national level) clearly reflect the inclusiveness of CSAs' inputs regarding gender inequality and women's empowerment** (following their increased advocacy on these issues), which is equivalent to 88 per cent of the total number of nutrition plans developed in grantee countries.



Gender inequality is both a cause and effect of malnutrition, and women's empowerment is therefore key to improving nutrition as part of the overall achievement of the Sustainable Development Goals (SDGs).

### 3.2. YOUTH

Civil society represents the diversity of a country's social groups, including youth, as a crucial component to improving nutrition, as well as overall commitments to achieving the SDGs.

Much like efforts aimed at mainstreaming gender, grant applicants were required to specify how their projects would contribute to the empowerment of youth and other marginalized populations. This resulted in grantees supporting creative outreach and education efforts to mobilize and engage youth.

Overall, CSAs have engaged youth through various outreach activities, designed to increase awareness on rights, knowledge and best practices in food and nutrition. Through such activities, **17.3 million people worldwide were reached, of which 6.6 million (37 per cent) were children.** In addition, the Pooled Fund supported **697 behavioural change campaigns (including COVID-19-focused campaigns)**, predominantly at the sub-national level, with the objective of educating communities on gender equality, nutrition and healthy feeding practices. As part of the Pooled Fund's focus on incorporating best practices and lessons learned into adaptive learning, many CSAs reported that youth ambassadors were more effective in reaching younger target groups during behaviour change campaigns, and especially as part of COVID-19 responses.

Attention was focused on increasing youth participation in community-based advocacy, to advance nutrition agendas through the Pooled Fund team's virtual monitoring missions. These were organized to discuss key topics of interest with grantees, and to monitor their progress, with gender and youth one of the eight key themes covered in these online solutions-oriented and knowledge-sharing exchanges.



As part of overall efforts to increase awareness on nutrition through mobilizing youth, CSAs have engaged with youth leaders, as well as platforms with which youth interact, including media outlets, journalists, national and local celebrities, religious figures, pageant winners and parliamentarians. Other youth-specific initiatives have included the 2020 digital call for action #NutritionCan'tWait, which CSAs posted on World Food Day along with a press release, and which was supported by discussions among nutrition champions on anaemia and stunting. In 2020, Burkina Faso's CSA composed a [song](#) promoting the fight against malnutrition by working with local artists, which was effective in reaching youth and children.

However, much remains to be done to involve more youth in grassroots and national nutrition advocacy, as evidenced in the 2020 survey of CSAs undertaken by the SUN CSN, which points to areas requiring further improvements. The survey notes that while over 50 per cent of CSAs' workplans focus on youth empowerment, less than 30 per cent specifically focus on youth nutrition champions. It also notes that CSAs' youth-related interventions account for less than 20 per cent of overall initiatives. To address this, the SUN CSN recommends that the Pooled Fund do more to encourage the uptake of the Inclusion Index among CSAs at all levels, which would support greater inclusion for youth, as well as women and other vulnerable groups.

For examples of youth inclusion in Niger, Peru and Sri Lanka, refer to [table 1.9 in Annex 6](#).

### 3.3. COVID-19 AND BUILDING BACK BETTER WITH THE POOLED FUND

The issuing of NCEs and top-up funds as part of an established grant agreement were a tangible example of the Pooled Fund's agility as part of the COVID-19 response, facilitating flexible mitigation modalities to grantees. As discussed in [section 3.2](#), both Cost-Extensions (CEs), NCEs and top-ups were awarded to grantees under Window 1 Cycles 1, 2 and 3.

The COVID-19 pandemic was a test in the agility of MSPs, as well as the Pooled Fund itself, and grantees found flexible solutions to support their countries with innovative nutrition solutions. This took place via Consultative Group support to beneficiaries, in the form of budget revisions, the refocusing of activities to mitigate the pandemic's effects and alignments with governmental efforts to respond to the crisis. Due diligence processes ensured that duplication – especially in activities between networks and national governments – was avoided. A rapid, coordinated review and approval process was undertaken in collaboration with the SUN Movement Secretariat and grantees themselves, the SUN CSN, UN Nutrition via UNN-REACH and the SBN, among others.

Revised project work plans were developed with beneficiaries, including new indicators in 2020 for the logframe to enable data collection on the impact on COVID-19, and launching continuation grants under the final CFP ([Window 1 – Cycle 4](#)).

**In-country missions were undertaken virtually** to ensure the continuous monitoring of grantee progress and technical support to partners when it was not physically possible to travel. These virtual monitoring missions were organized in 2020 and 2021 across three different language groups (English, French and Spanish) to broaden accessibility for grantee countries. During these online missions, the Pooled Fund team and grantees discussed progress, interviewed project partners from various levels and in-country SUN networks, reviewed financial controls and deepened the SUN Movement's understanding of grantee



needs. These missions focused on eight priority areas – programmatic achievements, capacity assessments, sustainability, governance, partnerships, risks, gender and youth, and finance – yielding an array of implementable solutions and providing invaluable insights for networks and MSPs to streamline their operations and strategies even further.

During the COVID-19 response period, partnerships played a key role, becoming a priority mechanism for encouraging collaborations, and thereby avoiding duplicated efforts, and ensuing expedited rollouts. During this period, **CSAs established 36 nutrition partnerships, specifically aimed at promoting nutrition issues.**

Grantees strengthened knowledge-sharing, with CSAs prioritizing the dissemination of COVID-19-specific and solutions-oriented lessons learned throughout their networks. Beneficiaries additionally focused on identifying COVID-19-specific lessons, sharing these widely throughout their networks.

For examples of COVID-19 response actions in Zimbabwe, Peru, Burundi, Sierra Leone, Philippines, Guinea and Kyrgyzstan, refer to [table 1.10 in Annex 6](#).

### 3.4. COMMUNICATIONS AND VISIBILITY

Since its establishment, the Pooled Fund has provided a menu of communications services, to both amplify grantee achievements, as well as to provide targeted capacity-building through information-sharing. In 2018, Pooled Fund communication efforts were largely directed towards activities that supported capacity development, from which beneficiaries would later greatly benefit. These activities included: improving accessibility by removing language barriers, including by translating CFPs from English into French and Spanish; improving grantees' organizational capacity by organizing webinars focused on developing successful proposal applications; improving monitoring and evaluation skills and grant financial management; and growing interest among (then) active and potential network partners. Since the initiation of the Pooled Fund, tools and platforms adopted to disseminate information have included social media, newsletters and direct email campaigns to solicit as many eligible applications as possible.

Some initial delays in 2018 were experienced regarding agreed communication activities, causing some initial setbacks in reporting on agreed awareness-raising activities. This was mainly due to the decision to grant top-ups to beneficiaries, along with a six-month extension, which caused delays in grantee reporting on achievements and impact. However, the Pooled Fund redoubled efforts in 2019 to address these concerns. Consequently, a Consultative Group meeting endorsed the increase in the communications budget to \$49,000 for the remaining 2019–2021 Pooled Fund project period.

**” It often comes up in our team meetings how grateful we are to UNOPS and the SUN Pooled Fund team for their extra understanding, flexibility and resources to help us with implementation. The templates are particularly helpful, as was the way that leadership helped us pivot to integrate the COVID-19 response.**

*CARE International, South Sudan (Window 1 Cycles 1 and 4)*

Having met initial challenges with a solutions-oriented and agile approach, the Pooled Fund significantly scaled up its communication activities from late 2019 by developing four targeted competitive CFPs; several onboarding and [experience-sharing webinars](#) in English, French and Spanish; [grant impact stories](#); an [impact statement](#) and an [Evidence Package](#) (as condensed illustrations of the grantees' results for the visioning process); donor presentations, and official reports on achievements.

The [Pooled Fund website](#) was launched in 2020, and has since served as a centralized repository for all Pooled Fund updates and achievements to date. Initial data obtained from search engine optimization (SEO) analytics suggests that for the January–December 2021 period alone, the website received 1,100 visitors. While more needs to be done to attract a higher volume of traffic from more diverse sources, the launch of the website has significantly helped raise the Pooled Fund's profile.

Social media and a sustained digital campaign also played a large part in Pooled Fund communication activities, and its commitment to promoting cross-learning and improved knowledge-sharing. Beneficiary visibility was increased through amplifying country achievements each month with the hashtag #SUNPooledFund on social media accounts, within the SUN Movement's e-Newsletter, and on the SUN Movement and Pooled Fund websites. The digital campaign series [#Learning4Nutrition](#) was also hosted in 2020 and 2021, and encouraged follower engagement with the Pooled Fund's mission. Lessons learned and experience-sharing [webinars](#) in support of strengthening grantees' knowledge management were also showcased on the website, with a specific focus on country and grant-making experiences since 2018.

### 3.5. CROSS-NETWORK COLLABORATION

The importance of working collaboratively, sharing knowledge and avoiding working in silos within the SUN Movement was a key feature of the Pooled Fund approach under SUN 2.0. Multiple instances of cross-network collaboration were observed in programmatic activities (i.e. in the coordination with the SUN CSN, SBN, SUN Movement Secretariat) to work on country needs, grant administration and programmatic breakthroughs. Collaboration also took place between global and in-country networks at both the national and sub-national levels. The following are a few typical instances of effective collaboration.

As part of the SUN CSN's mandate to provide technical assistance and training to the CSAs in its network (which in total number more than 50), support to developing country networking strategies was included, as well as resource mobilization and other forms of assistance. As a result, the Pooled Fund and SUN CSN collaborated closely to respond to technical assistance requests from grantees in a timely manner.

Instances of Pooled Fund and SBN collaboration include devising an updated strategy with new workplans to mitigate the COVID-19 response in SUN countries. This particular collaboration took the form of the SBN submitting monthly updates to the Pooled Fund team, which then analysed the updates against CSN reports in jointly funded SUN countries. The global secretariats then received the analysis of interim and final reports of each (direct) grant recipient from the Pooled Fund team for their own internal use.

### 3.6. PROGRESS TOWARDS SUSTAINABILITY

Sustainability is defined in two distinct but overlapping ways:

#### Operational and advocacy capacity

The durability of a project beyond the close of its initial project activities. For example, nutrition budget tracking, advocacy for nutrition-related issues during election cycles, public awareness campaigns and activities delivering on goals outlined in national multisectoral nutrition plans.

#### Financial viability and organizational capacity

The durability of CSAs, SBNs and MSPs, demonstrated through their continued financial capacity, ability to retain active and engaged members, ability to conduct regular meetings with partners and staff, and ability to continue their expansion of grass-roots networks.

Since 2018, the Pooled Fund has actively supported grantees in developing and incorporating sustainability plans into programmatic activity. Under the Window 1 Cycle 1 CFP, grant recipients received top-ups based on their performance and inclusion of sustainability activities in their revised plans. Under the second CFP (Window 1 Cycle 2), beneficiaries were urged to develop fundraising strategies and plans if they did not have such tools already in place. Under the third CFP (Window 2 Cycle 1), grant recipients were required to include sustainability activities. By 2020, the final two rounds of funding (Window 1 Cycles 3 and 4) included the requirement for sustainability plans as part of eligibility criteria. When considering applications, screening for sustainability considerations and their integration from the proposal stage onwards took place. Deliverables were also checked to ensure they were country-driven, and in line with national objectives and the SUN Movement's theory of change, thus indicating that project activities would receive the buy-in required to safeguard their sustainability.

Pooled Fund support to grantees was provided in the form of capacity-building and exchanges, delivered both through experience-sharing workshops, as well as on the receipt of top-up funds (based on the inclusion of sustainability activities). Where grantees lacked the internal capacity to develop fundraising strategies and plans, the Pooled Fund and SUN CSN collaborated to provide capacity training support. Such support included a contribution towards sustainability and/or transition planning, indirect cost management and beneficiary-initiated audits, all of which helped raise the profiles of CSAs among new donors. Collaboration within the SUN Movement was strengthened by connecting beneficiaries with existing sustainability tools, including the JAA, consultative review and [SBN Functionality Index](#).

As part of their commitments to incorporate financial sustainability into planning, grantees engaged in fundraising through various means, including collecting membership fees, diversifying donor funding and applying for funding from their national governments. While more must be done to increase grantees' capacity to fundraise through other means (i.e. beyond the Pooled Fund), it is worth noting that the challenges that grantees have faced to date in doing so are the first step in identifying solutions to resolve this. [Annex 8](#) on lessons learned has more information on this matter.

Grantees' operational and organizational sustainability can also be measured as the extent to which contributions have been made to overall national nutrition planning and policy development, including being part of national nutrition committees. As mentioned in [outcome 1](#), the number of national and sub-national nutrition plans that clearly show the inclusiveness of CSA contributions indicate that CSAs are now viewed as invaluable partners in government nutrition planning processes, which in turn increases CSA sustainability as key nutrition partners.

For examples of improved financial sustainability in Burkina Faso, Cote d'Ivoire and Liberia, refer to [table 1.11 in Annex 6](#).

**” You cannot introduce a new project without involving the government [...] so that interventions can have a long-term impact and sustainability.**

*Delegate from Malawi, SUN Global Summit, Nepal*

### 3.7. NEXT STEPS AND THE NEED FOR A POOLED FUND 3.0

The Pooled Fund 2.0 was an important step in the establishment and strengthening of CSAs, SBNs and MSPs. The numerous achievements and innovative acknowledgements listed in this report are evidence of this support. Thanks to the Pooled Fund, targeted partners have now reached a certain level of institutional maturity and governance that will allow them to replicate the successful and innovative approaches piloted since 2018 in the coming years (if they have the financial means to do so). The various policy, advocacy tools and innovative approaches that were developed will require further support to be rolled out and developed nationwide, as well as for the continued expansion of the SUN Movement across new countries and networks. For instance, Costa Rica's first national dietary guidelines for children below 5 years, which were developed with the Pooled Fund's support to the MSP, is now awaiting implementation, with the government requiring further assistance to develop dietary guidelines for other age groups. Another example is the piloted community lab nutrition intervention approach in 24 districts in Ethiopia, now waiting to be scaled up nationwide.

As demonstrated throughout [chapter 2](#), the Pooled Fund's added value is evident based on the significant impact achieved and success stories obtained that would not have been possible without this last-resort support. The Pooled Fund has also been catalytic, as illustrated by the initial [resource mobilization successes](#) reported by the grantees, which saw CSA fundraising capability rise from a baseline figure of \$244,285 in 2018, to \$5.2 million in 2021. Furthermore, indicators such as CSA sustainability strategies that have a clear resource mobilization component increasing from 13 at the start of the project to 47). Despite this, **further efforts are needed to help SUN partners progress with their fundraising efforts and thereby enable a successful exit strategy for the Pooled Fund.**

In light of this, the Pooled Fund team recommends that another cycle of funding for the Pooled Fund be extended to enable much-needed “last mile” support within SUN countries. This would therefore ensure that donor investments, grantees' lessons learned and results achieved through the Pooled Fund 2.0 would not have been in vain or left abandoned. The



next funding cycle would constitute the natural next step in the Pooled Fund's catalytic model, and would complete the Pooled Fund 2.0's successful "preparatory" phase.

If the Pooled Fund 3.0 does not complete the task of building country-led action, the hard work and investments of the Pooled Fund 2.0 would only have been for the initial set-up of the Pooled Fund's overall potential impact, rather than optimizing what it could achieve in line with SUN 3.0.





## 4. Challenges and lessons learned

Since 2018, the Pooled Fund's capacity to pivot with agility has been one of its greatest assets. The Pooled Fund has evolved towards a catalytic, innovative and action-oriented mechanism, upholding the SUN theory of change in SUN countries, and delivering on actions and impact that are focused on reducing malnutrition in all its forms. However, the Pooled Fund still faces challenges that will need to be addressed under a potential extension as part of SUN 3.0. It will also need to identify areas for continuous improvement and systemic change in order to enable greater impact, ownership and the embedding of nutrition in national structures.

This section presents 10 identified programmatic and implementation challenges and lessons learned into recommendations for the Pooled Fund's future, through a solutions-oriented lens. [Annex 8](#) presents a more comprehensive list of recommendations, compiled from various consultations with grantees.

### 4.1. TEN RECOMMENDATIONS FROM THE POOLED FUND TEAM AND BENEFICIARIES

Based on feedback received from the beneficiaries and the experience of the team, the following 10 recommendations were synthesized from flagged challenges and lessons learned. These recommendations focus on constructive solutions and proposed adjustments to the design of the next Pooled Fund, and have been shared with [Pooled Fund review's](#) consultants, in order for these to be incorporated into a better informed analysis of the approach, focus and operational setting of the potential Pooled Fund 3.0.

**1. Extend grant duration to 24 months in standard cases, and 36 months in fragile and conflict-affected situations, and marginally increase the grant budget.**

The Pooled Fund team has received numerous requests from beneficiaries for grant extensions and adjustments to accommodate for shifting political priorities, changes in capacities, disasters, conflict, inadequate funding, disease outbreaks and cultural and behavioural practices. Longer implementation periods would also help grantees with risk mitigation and recovery surrounding political calendars, such as election cycles. Grant budgets awarded under the Pooled Fund 2.0 have been 98 per cent absorbed, which indicates that the grantees' financial absorption capacity would allow them to absorb slightly bigger budgets for the delivery of additional results within longer grant implementation periods.

**2. Improve knowledge management between countries and networks at the global and country levels, for coordinated technical assistance and grant support.**

Specific areas for shared data collection would include budget and financing data, current and former technical assistance (training and tools), and the creation of an open-access grant proposals repository. Since 2018, grantees have often assumed that the Pooled Fund and associated SUN Movement stakeholders have equal access to their data. Addressing this would streamline grant decisions and eliminate duplication of efforts, especially in instances involving external technical assistance.

**3. Unlock country-led, locally-sustained nutrition leadership through supporting the medium-/long-term capacity-building of CSAs, improving the due diligence process and expanding the variety of eligible entity types.**

This would in turn support the process of de-risking additional oversight needed to ensure the financial compliance of national-level CSAs, thereby supporting the Pooled Fund in continuing to provide grants to national NGOs rather than their better staffed, resourced coordinated INGO counterparts. Further efforts should be made to support the institutional capacity of national chairing organizations (CSAs) to enhance their ability to deliver on results.

**4. Maintain project flexibility while remaining focused on key objectives.** As evidenced by COVID-19 restrictions on movement, and the subsequently limited access to resources, including communication, countries needed to devise new advocacy methods and alternative/innovative ways to achieve their project outputs. Looking ahead, a future Pooled Fund should formally develop a policy on contract extensions, optional NCEs and top-up funding, all with the intention of supporting grantees to deliver on implementation in a broader capacity. It should also seek to address flagged challenges that CSAs face relating to delays between the submission of reports and disbursement of funds, especially where funds are crucial to the timely payment of salaries. During COVID-19, such negotiated extensions allowed grantees to prolong projects, demonstrate innovative ways to support MSPs' response to the pandemic, and deepen media partnerships.

**5. Invest in national SBNs for a successful, sustainable MSP.** Whether it is through the Pooled Fund or other means, nutrition actions go further when there is an active private sector network involved. As exemplified during the COVID-19 response, the pandemic created an environment for businesses to collaborate more effectively with civil society, government recovery programmes and new markets.

**6. Increase youth engagement in nutrition as an acknowledgement that youth leaders are future change agents in nutrition, and are an essential stakeholder group of the SUN Movement overall.** Identified ways for the Pooled Fund to directly support, onboard and engage more youth in future include issuing separate small grants to country networks to support youth activities and inclusion. Further compelling initiatives could include pitch competitions, local projects, internships, training and/or formal advocacy.

**7. Ensure that the Pooled Fund team truly represents the diversity of the languages and time zones in which it works, to facilitate a sense of greater inclusion and accessibility of grantees.** This is especially the case for technical experts, including monitoring and evaluation specialists, whose recruitment in 2020 within grantee regions significantly advanced knowledge-sharing, participation in lessons learned events and general troubleshooting.

**8. Ensure that financial and organizational sustainability is at the heart of the Pooled Fund by increasing grant timelines to ensure that the implementation and testing of these structures and processes are fit for purpose.** This recommendation stems from the recognition that the very nature of short-term grants cannot lead to sustainability, as sustainability is a long-term process. Further sustainability gains could be made through encouraging and incentivizing MSPs, donor networks and partner SUN networks to play a greater role in grantees' development and sustainability, for example, by mobilizing more sustainable resources and capacity at the country level.

**9. Address greater inclusivity as a vital means to ensure that those left furthest behind are supported.** This can be done through simplifying and/or, where possible, streamlining processes and communications. Such measures will support applicants and grantees with low capacity and resources to ensure that they are not at a disadvantage or require NGOs to apply via INGOs, due to a lack of sufficient capacity, only adding another layer of bureaucracy for implementation.

**10. Build on the achievements of the development of technical assistance requests and servicing by continuing to collaborate effectively between the Pooled Fund, CSN and SUN Movement Secretariat.** Where possible, identify solutions to improve technical assistance in order to address capacity constraints at the global level which have led to bottlenecks since 2018.

## 4.2. ENVISIONING A NEW POOLED FUND UNDER SUN 3.0: POOLED FUND REVIEW

Following the 2019–2020 SUN [Strategic Review](#), and in line with the reorientation of the SUN Movement, the Operationalisation Group recommended a Consultative Review of the Pooled Fund mechanism, with the stated intention of assessing fund orientations to support the leveraging and development of country financing as well as fund replenishment.

Outlining the expected outcomes of the Consultative Review, the December 2021 [Inception Report](#) highlighted that the dual objectives of this report would be to: (i) assess the requirement and scope for a SUN Pooled Fund or broader grant-making with a maximum of 10 strategic recommendations; and (ii) identify potential design options for a new programme, with pros and cons.

The decision to launch a consultative review was endorsed by the Executive Committee in August 2021, to review the Pooled Fund and its future direction, starting in the last quarter of 2021. Overall, this decision followed calls – notably by donors – for a full and transparent review of the Pooled Fund, with the intention of assessing stakeholder perspectives on what has proven successful and effective on the ground, as well as gaining a more informed understanding of what end-beneficiaries would hope to see changed and/or improved under a potential extension of the Pooled Fund under SUN 3.0.

This process is currently underway, with the review set to be discussed at the Pooled Fund Consultative Group in February 2022 and presented at the Executive Committee meeting in March 2022. Led by an external expert, the review will be based on findings gleaned from consultations with all stakeholders, including representatives of CSA and SBN networks, NGO and INGO beneficiaries, SUN country government focal points, donors and SUN Movement and Pooled Fund staff. As part of the review, preliminary consultations included 60 key informant interviews (KIIs), six focus group discussions (FGDs) and 75 online survey responses across SUN countries and networks, as of 7 February 2022.

Building on the inclusive and agreed review, a second consultant will support the development of a business case for fundraising. An outline of this business case will then be presented to the SUN Movement Executive Committee, and following this the donors and SUN Movement for consideration.

## 5.0 Annexes

ANNEX 1: BUDGET & EXPENDITURES

ANNEX 2: CSA GLOBAL RESULTS FRAMEWORK

ANNEX 3: OVERVIEW OF WINDOW 1 STRUCTURE

ANNEX 4: SUN MOVEMENT POOLED FUND THEORY OF CHANGE

ANNEX 5: SUN BUSINESS NETWORK FUNCTIONALITY INDEX,  
BASELINE TO MID AND FINAL YEAR IMPLEMENTATION

ANNEX 6: COUNTRY HIGHLIGHTS – EXAMPLES OF THE POOLED  
FUND IN ACTION

ANNEX 7: SBN GLOBAL RESULTS FRAMEWORK

ANNEX 8: LESSONS & RECOMMENDATIONS

ANNEX 9: RECORD OF EXTERNAL COMMUNICATIONS

ANNEX 10: RESOURCE MOBILIZATION FOR CSA ACTIVITIES, BY  
GRANTEE

## ANNEX 1: BUDGET & EXPENDITURES

### SUMMARY OF DONOR CONTRIBUTIONS AS OF 31 DECEMBER 2021

Pooled Fund grants were funded through the generous contributions of the following donors: the Governments of Canada, Germany, Ireland, Norway, Switzerland, United Kingdom and European Commission, as highlighted in the below table. Some contribution agreements were signed in local currency (in the Pooled Fund's case, Euro, British Pounds and Norwegian Krone) and drawn down incrementally through a planned schedule of instalments throughout the project life cycle. The contributions received from donors amounted to a total of \$18,313,121. There are no pending donor contribution instalments, and therefore the total budget of \$18.3 million is considered final as of 31 December 2021.

Donors	Agreement Signed Date	Agreement Expiry Date	Contributing Currency	Signed Equivalent (UNORE in USD)	Received (USD)	Difference from original (estimate USD)
<b>Switzerland</b>	01 Dec 17	31 Dec 21	USD 4,000,000	\$4,000,000	\$3,999,900	-\$100
<b>Ireland</b>	01 Dec 17	31 Dec 21	EUR 1,800,000	\$2,081,866	\$2,081,867	\$1
<b>DFATD</b>	28 Mar 18	31 Dec 18	CAD 1,000,000	\$785,546	\$794,913	\$9,367
<b>NORAD</b>	19 Dec 19	31 Dec 21	NOK 22,500,000	\$2,634,352	\$2,499,787	-\$134,565
<b>FCDO</b>	21 Mar 19	31 Dec 21	GBP 2,250,000	\$2,996,005	\$2,912,177	-\$83,828
<b>Germany</b>	12 Nov 18	31 Dec 21	EUR 1,400,000	\$1,590,909	\$1,545,678	-\$45,232
<b>European Commission</b>	20 Dec 19	31 Dec 21	EUR 4,000,000	\$4,400,440	\$4,478,800	\$78,360
			<b>Total</b>	<b>\$18,489,118</b>	<b>\$18,313,121</b>	<b>-\$175,997</b>



## SUMMARY OF 2018–2021 BUDGET

The SUN Movement Pooled Fund Financial Report presents estimated expenditures stemming from the UNOPS electronic reporting system, from the project's start in 2018 up to 31 December 2021. Total expenditures are estimated to be \$17,954,915 (i.e., 98% of total budget), with 78% spent on grants, 11% spent on personnel, 0.5% on communication and 0.4% on travel. The total estimated amount disbursed in 2021 was \$2,974,379 and represents 16% of the total budget.

	Approved Budget 2018-2021	2018	2019	2020	2021	Total Expenditures	Percent spent to-date from total budget
<b>Window I Cycle 1- Grants</b>	\$3,287,282	\$1,053,954	\$4,338,492	\$6,909,390	\$2,012,020	\$14,313,856	78%
<b>Window I Cycle 2- Grants</b>	\$4,262,999						
<b>Window I Cycle 3- Grants</b>	\$2,917,916						
<b>Window I Cycle 4- Grants</b>	\$750,702						
<b>Window II Cycle I- Grants</b>	\$3,312,187						
<b>Personnel</b>	\$2,145,692	\$239,249	\$413,256	\$718,188	\$674,171	\$2,044,865	11%
<b>Communication</b>	\$92,500	-	\$9,762	\$55,992	\$27,046	\$92,800	0.5%
<b>Travel</b>	\$85,815	\$16,128	\$45,609	\$4,419	\$1,529	\$67,685	0.4%
<b>LMDC</b>	\$260,000	\$65,090	\$66,000	\$65,000	\$65,000	\$261,090	1%
<b>Fee</b>	\$1,198,057	\$96,126	\$341,075	\$542,805	\$194,612	\$1,174,618	6%
<b>Total</b>	<b>\$18,313,150</b>	<b>\$1,470,547</b>	<b>\$5,214,194</b>	<b>\$8,295,794</b>	<b>\$2,974,379</b>	<b>\$17,954,915</b>	<b>98%</b>
	<ul style="list-style-type: none"> <li>• <b>W1C1 total budget of USD3,287,282.16 takes into account a de-obligation amount of USD117,781.00</b></li> <li>• <b>W2C1 total budget of USD 3,312,186.07 takes into account less USD61,250 based on W2C1 Grantee forecast submission</b></li> <li>• <b>W1C3 (SBN) the total approved budget is reduced by USD 150,245 and reprogrammed for W1C4 budget</b></li> <li>• <b>W1C4 total approved budget</b></li> <li>• <b>Total contribution received from donors USD18,313,121,08</b></li> </ul>						

### Summary of 2018–2021 expenditures

UNOPS estimates that cumulative expenditure for all grant cycles (2018–2021) is per the total approved budget, as listed above. The Pooled Fund budget has regularly undergone budget revisions to reflect new contributions and decisions taken by the Consultative Group. The Pooled Fund team regularly requested revised budget forecasts from its beneficiaries as good practice for planning and monitoring purposes.

#### Window 1 – Cycle 1 – Civil Society Alliances

In its first CFP, UNOPS awarded 21 grant agreements for the total budget of \$3,287,282. UNOPS disbursed 99.8% of that budget (\$3,280,122) for this initial cohort of beneficiaries. Recipients in this cycle were offered top-ups to their project budgets for the purposes of fostering sustainability, as well as a more robust COVID-19 response and recovery.

#### Window 1 – Cycle 2 – Civil Society Alliances

In its second CFP, UNOPS awarded 19 grant agreements for a total amount of \$4,262,999. UNOPS disbursed a total of \$4,192,036 (98.3%) for this cohort of beneficiaries. Recipients in this cycle were also offered top-ups to their project budgets for the purposes of fostering sustainability, as well as a more robust COVID-19 response and recovery.

#### Window 2 – Cycle 1 – Multi-Stakeholder Platforms

The total expenditure includes the payments made to 12 beneficiaries under Window 2 – Cycle 1, in support of multi-stakeholder platforms. These agreements were signed between late 2019, and early 2020. Of the 12 beneficiaries, six organizations signed contracts and received their first payments in early 2020. The total amount budgeted for this funding window was \$3,312,187, out of which a total of \$3,206,972 (96.8%) was disbursed. Recipients in this cycle were not offered top-ups to their project budgets due to the high award value of this cycle.

#### Window 1 – Cycle 4 – Continuation Grants to Civil Society Alliances

In 2020, nine CSAs signed continuation grants with the Pooled Fund, while an additional six CSAs signed their continuation grants in early 2021. The total budget for this cycle was \$750,702, out of which \$716,811 (95.5%) was disbursed to 15 grantees.

### Window 1 – Cycle 3 – SUN Business Networks

In early 2020, UNOPS signed and distributed its first instalment to WFP in support of 19 different SUN Business Networks, across 19 countries. The total amount budgeted for this funding window was \$2,917,916, which was fully disbursed.

### Personnel

In 2018, the Pooled Fund team was composed of three core personnel: Grants Analyst, M&E Specialist and the Pooled Fund Grants Coordinator. In 2019, with the approval of the Consultative Group, the Pooled Fund team added four additional positions, including three region-based Monitoring and Quality Assurance Specialists, to meet operational demands arising from the increase in the number of grant recipients. In 2021, Pooled Fund recruited additional Grants Supporting Officers to support the report review process. Following the departure of the Grants Analyst in April 2021, all related duties and responsibilities were assumed by the Senior Grants Officer. By the close of 2021, the Pooled Fund spent approximately \$2,044,865 under the personnel category.

### Travel

Cumulative travel expenditures as at end 2021 are estimated to be \$67,685, including \$1,529 spent in 2021, against an approved budget of \$85,815 (78%). This is largely attributable to the COVID-19 pandemic and the related travel restrictions that were enacted in 2020 and 2021 and that prevented field monitoring missions to grantee countries, among other planned trips. As a result, approximately \$18,131 savings are reported under this budget category.

### Communications & Visibility

Expenditure for communication activities in 2021 amounted to \$27,046, bringing the cumulative expenditure to \$92,800 as of December 2021 – a slight increase on the approved budget of \$92,500 for this budget category. This is due to efforts engaged in 2020 in developing and launching the Pooled Fund website. Communication budget funds were also used for editing, proofreading, web content development and translation services in support of the online experience sharing webinars and training sessions, including the Pooled Fund Grant Close-out webinars organized in two series, for a total of 130 grantee participants, as well as the Window 1 Cycle 4 knowledge sharing events with the Spanish-speaking grantees. Funding for this category in 2022 will be used to cover the development, graphic design and translation services (in French and Spanish) for this Pooled Fund final donor progress report.

### Locally Managed Direct Costs (LMDC)

UNOPS charges direct costs for the management of the Pooled Fund. Direct costs include various costs incurred by UNOPS to host the programme. Examples of these are operating costs of the portfolio management team, and a ratio of costs for central support services such as office spaces, utilities and securities. Direct costs over the project lifetime totalled \$261,090, based on annual charges of approximately \$65,000.

### Indirect Costs

Total indirect costs charged by UNOPS across all contributions amounted to an estimated \$1,174,621. Indirect costs were charged at the same annual rate of 7% of the previous year's total expenditures.

## PROJECTS CLOSED BY THE POOLED FUND (2018 – 2021)

By 2021, the Pooled Fund team had closed all but two grant projects, which had unspent funds, and therefore required refunding to UNOPS, as listed below. As of the end of February 2022, only one had not been closed. Project closure is a process that comes after the grant implementation period has ended. At this time, the final narrative and financial report are approved; the final payment, reimbursement, or reconciliation is made; the grant recipient receives a deobligation letter from UNOPS, and the project is archived. Below is the **list of all Pooled Fund grantees**.

Window 1 Cycle 1 (Grant value: USD 3.2 million, Total number of grantees: 21)	
<b>Bangladesh</b>	Concern Worldwide
<b>Benin</b>	Alliance de la Société Civile pour l'Intensification de la Nutrition au Bénin
<b>Burundi</b>	Concern Worldwide
<b>Cameroon</b>	Helen Keller International
<b>Chad</b>	Alliance Sahélienne de Recherches Appliquées pour le Développement Durable
<b>El Salvador</b>	Centro De Apoyo De Lactancia Materna
<b>Ghana</b>	Hunger Alliance of Ghana
<b>Kyrgyzstan</b>	Alliance of Civil Society for Nutrition and Food Security
<b>Liberia</b>	Action Against Hunger
<b>Mali</b>	Centre Sahélien de Prestation, d'Études, d'Écodéveloppement et de Démocratie Appliquée
<b>Myanmar</b>	Save the Children

<b>Namibia</b>	Synergos Namibia Trust
<b>Nigeria</b>	Civil Society Scaling Up Nutrition in Nigeria
<b>Papua New Guinea</b>	Save the Children
<b>Senegal</b>	Eau Vie Environment
<b>Somalia</b>	Peace Action Society Organization for Somalia
<b>Somaliland</b>	ANPPCAN-SOM
<b>South Sudan</b>	Cooperative for Assistance and Relief Everywhere International, Inc.
<b>Sri Lanka</b>	World Vision Lanka
<b>Sudan</b>	Addition for Disasters Assistance and Development
<b>Sudan</b>	Talawiet Organization for Development
<b>Window 1 Cycle 2 (Grant value: USD 4.2 million, Total number of grantees: 19)</b>	
<b>Afghanistan</b>	Action for Development
<b>Burkina Faso</b>	Action Contre La Faim on behalf of Réseau de la Société civile pour la Nutrition Burkina Faso
<b>Cambodia</b>	Helen Keller International
<b>Côte d'Ivoire</b>	Action Contre La Faim
<b>Ethiopia</b>	Save the Children
<b>Guinea (Republic of)</b>	Conseil National des Organisations de la Société Civile
<b>Indonesia</b>	Nutrition International
<b>Kenya</b>	Nutrition International
<b>Madagascar</b>	Action Contre La Faim

<b>Malawi</b>	Civil Society Organizations Nutrition Alliance
<b>Mozambique</b>	Helen Keller International
<b>Nepal</b>	South Asia Infant Feeding Research Network
<b>Niger</b>	Collectif TUN (Tous Unis pour la Nutrition)
<b>Pakistan</b>	Nutrition International
<b>Peru</b>	Cooperative for Assistance and Relief Everywhere International, Inc.
<b>Philippines</b>	International Institute of Rural Reconstruction
<b>Tanzania</b>	Partnership for Nutrition in Tanzania
<b>Zambia</b>	Civil Society Scaling Up Nutrition
<b>Zimbabwe</b>	Zimbabwe Civil Society Organizations Scaling Up Nutrition Alliance
<b>Window 1 Cycle 3 (Grant value: USD 2.9 million, Total number of sub-grantees/projects: 19)</b>	
<b>Bangladesh</b>	The Global Alliance for Improved Nutrition
<b>Cambodia</b>	World Food Programme
<b>Côte d'Ivoire</b>	World Food Programme
<b>El Salvador</b>	World Food Programme
<b>Ethiopia</b>	The Global Alliance for Improved Nutrition
<b>Guatemala</b>	World Food Programme
<b>Honduras</b>	World Food Programme
<b>Kenya</b>	The Global Alliance for Improved Nutrition
<b>Lao PDR</b>	World Food Programme
<b>Nigeria</b>	The Global Alliance for Improved Nutrition



<b>Madagascar</b>	World Food Programme
<b>Malawi</b>	World Food Programme
<b>Mozambique</b>	The Global Alliance for Improved Nutrition
<b>Nepal</b>	World Food Programme
<b>Pakistan</b>	The Global Alliance for Improved Nutrition
<b>Senegal</b>	World Food Programme
<b>Sri Lanka</b>	World Food Programme
<b>Tanzania</b>	The Global Alliance for Improved Nutrition
<b>Uganda</b>	World Food Programme
<b>Window 1 Cycle 4 (Grant value: USD 750,702, Total number of grantees: 15)</b>	
<b>Cambodia</b>	Helen Keller International
<b>South Sudan</b>	CARE International
<b>Namibia</b>	Nutrition and Food Security Alliance of Namibia
<b>Sri Lanka</b>	World Vision Lanka
<b>Ghana</b>	Hunger Alliance of Ghana
<b>Kenya</b>	Nutrition International
<b>Liberia</b>	Action Against Hunger
<b>Madagascar</b>	Action Contre La Faim
<b>Senegal</b>	Eau Vie Environnement
<b>Cameroon</b>	Helen Keller International

<b>Chad</b>	Sahélienne de Recherches Appliquées pour le Développement Durable
<b>Mali</b>	Centre Sahélien de Prestation, d'Études, d'Écodéveloppement et de Démocratie Appliquée
<b>Pakistan</b>	Nutrition International
<b>El Salvador</b>	Centro de Apoyo de Lactancia Materna
<b>Peru</b>	CARE Peru
<b>Window 2 Cycle 1 (Grant value: USD 3.3 million, Total number of grantees: 12)</b>	
<b>Bangladesh</b>	The Global Alliance for Improved Nutrition
<b>Costa Rica</b>	Food and Agriculture Organization
<b>Ethiopia</b>	Ministry of Health
<b>Guatemala</b>	Fundación De La Caficultura
<b>Kyrgyzstan</b>	Alliance of Civil Society for Nutrition and Food Security
<b>Malawi</b>	Civil Society Organizations Nutrition Alliance
<b>Nigeria</b>	Civil Society Scaling Up Nutrition in Nigeria
<b>Senegal</b>	World Food Programme
<b>Sierra Leone</b>	FOCUS 1000
<b>Tanzania</b>	The Global Alliance for Improved Nutrition
<b>Vietnam</b>	Save the Children
<b>Zambia</b>	National Food and Nutrition Commission

ANNEX 2: CSA GLOBAL RESULTS FRAMEWORK<sup>5</sup>

Outcomes	Outputs	Indicators	Disaggregation	Baseline	2018 Annual Achievement	2019 Annual Achievement	2020 Annual Achievement	*2021 End of Project	
<b>Outcome 1 (SMART planning): By the end of the grant period, the grantee SUN Countries have SMART, costed, multi-stakeholder, multi-sectoral nutrition plans in place</b>	Number of national and sub-national nutrition plans/policies/laws (draft submitted to the government for approval) that clearly incorporate contributions provided by SUN Civil Society Alliances (CSAs)	<b>Total</b>		<b>37</b>	<b>48</b>	<b>187</b>	<b>387</b>	<b>659</b>	
		<i>National</i>		24	25	42	197	278	
		<i>Sub-national</i>		13	23	145	190	381	
	National and sub-national nutrition plans clearly show the inclusiveness of CSAs' inputs regarding gender inequality and women's empowerment	<b>Total</b>		<b>62</b>	<b>10</b>	<b>134</b>	<b>**433</b>	<b>577</b>	
		<i>National</i>		15	7	18	207	232	
		<i>sub-national</i>		47	3	116	226	345	
	Number of parliamentarian champions and key influencers that speak about nutrition in key decision-making processes related to legislation, policymaking, planning and budgeting	<b>Total</b>		<b>336</b>	<b>151</b>	<b>297</b>	<b>**864</b>	<b>1,336</b>	
		<i>Men</i>		143	86	140	489	715	
		<i>Women</i>		193	65	157	375	621	
	Number of national and sub national nutrition plans/policies/laws (draft submitted to the government for approval) that clearly incorporate contributions provided by SUN CSAs on COVID-19	<b>Total</b>		<b>4</b>					<b>49</b>
		<i>National</i>		4					25
		<i>sub-national</i>		0					24

5 The table below summarises selected common indicators from log frames, interim and final reports from Window 1 Cycle 1 and 2; Window 1 Cycle 4, and a few selected indicators from Window 2 Cycle 1. Baselines were established in 2018. Achievement are specific to each year. \*Projects closed at different times and end of project data is cumulative. \*\*The numbers are different from last year's published report, due to a few countries who had not finished collecting / reporting.

Outcomes	Outputs	Indicators	Disaggregation	Baseline	2018 Annual Achievement	2019 Annual Achievement	2020 Annual Achievement	*2021 End of Project	
	<b>Output 1.1: Civil Society Organisations (CSOs) within the CSA network develop or contribute to participatory, SMART costed multi-stakeholder nutrition plans aligned with national and sub-national priorities and opportunities with adequate participation by women, men, boys, girls and vulnerable communities</b>	Number of roundtables and consultations organised with local, marginalised CSOs at the national and sub-national level	<b>Total</b>	<b>76</b>	<b>61</b>	<b>148</b>	<b>211</b>	<b>462</b>	
			<i>National</i>	31	0	11	91	144	
			<i>sub-national</i>	45	61	137	120	318	
		Number initiatives (e.g. roundtables, consultations, briefs) to advocate funding for nutrition in response to the COVID-19 pandemic organized by CSA	<b>Total</b>	<b>15</b>					<b>57</b>
			<i>National</i>	11					38
			<i>sub-national</i>	4					19
		Number of participants at roundtables and consultations organised with local CSOs at the national and sub-national level (men, women)	<b>Total</b>	<b>1,934</b>	<b>1,785</b>	<b>1,687</b>	<b>**4,098</b>	<b>7,677</b>	
			<i>Men</i>	1,099	1,007	908	2,345	4,260	
			<i>Women</i>	835	778	779	1,753	3,417	
		Number of partnerships catalysed/ revitalised / maintained on collaborative coordinated approach towards nutrition by the MSP	<b>Total</b>	<b>30</b>				<b>86</b>	<b>207</b>
			<i>Government</i>	15				27	47
			<i>Private sector</i>	1				10	32
			<i>CSO</i>	12				42	82
			<i>Academia</i>	2				7	8
		The proportion of CSO plans that address gender equality and women's empowerment in line with national guidelines	<b>Total</b>		<b>0</b>	<b>0</b>	<b>80</b>	<b>80</b>	

Outcomes	Outputs	Indicators	Disaggregation	Baseline	2018 Annual Achievement	2019 Annual Achievement	2020 Annual Achievement	*2021 End of Project	
		Number of people reached through CSA organised events/actions to increase women and youth awareness of their rights, knowledge, and best practice on food and nutrition (Men, Women, Boys, Girls)	<b>Total</b>	<b>59,435</b>	<b>42,469</b>	<b>345,883</b>	<b>9,845,519</b>	<b>12,994,146</b>	
			<i>Men</i>	40,217	11,257	197,766	3,792,279	4,338,865	
			<i>Women</i>	16,801	23,924	133,954	3,329,289	3,526,649	
			<i>Children</i>	2,417	3,752	17,692	2,723,958	5,128,632	
		Number of people reached through new CSA organised initiatives implemented as part of the adaptation strategy to the COVID-19 pandemic	<b>Total</b>	<b>3,619,997</b>			<b>4,512,002</b>	<b>7,513,956</b>	
			<i>Men</i>	904,342			2,318,958	3,541,124	
			<i>Women</i>	905,305			2,185,628	3,637,964	
			<i>Girls</i>	904,750			3,054	172,022	
			<i>Boys</i>	905,600			4,362	162,846	
	<b>Outcome 2 (Financial resourcing): By the end of the grant period, international and domestic resources are better mobilised to finance national nutrition plans</b>	National costed nutrition plans address financing gaps highlighted through the work of CSAs and other stakeholders	<b>Total</b>	<b>5</b>	<b>13</b>	<b>6</b>	<b>130</b>	<b>186</b>	
			<i>National</i>	0	2	1	29	37	
			<i>sub-national</i>	5	11	5	101	149	
			Amount of fund mobilised by the SUN CSAs through other sources (other than SUN Movement Pooled Fund) in US Dollars	<b>Total</b>	<b>\$244,285</b>	<b>\$238,765</b>	<b>\$453,884</b>	<b>\$2,464,879</b>	<b>\$5,126,668</b>
			SUN CSAs that have developed a sustainability strategy along with a clear resource mobilisation component	<b>Total</b>	<b>13</b>	<b>9</b>	<b>3</b>	<b>32</b>	<b>47</b>
			Amount of additional funding raised by CSA (excluding grant) to address Covid 19 nutrition activities	<b>Total</b>	<b>\$5,000</b>				<b>\$165,256</b>

Out-comes	Outputs	Indicators	Disaggre-gation	Baseline	2018 Annu-al Achieve-ment	2019 Annu-al Achieve-ment	2020 Annu-al Achieve-ment	*2021 End of Project
		Number of national or sub-national policy or plan formulation processes that used the budget or other analysis conducted or contributed to by CSAs either as supplements or as contribution	<b>Total</b>	<b>2</b>	<b>1</b>	<b>14</b>	<b>123</b>	<b>162</b>
	<i>National</i>		2	1	11	88	109	
	<i>sub-national</i>		0		3	35	53	
	<b>Output 2.1: Civil society contribution to and analysis of nutrition-specific and sensitive allocations and expenditures made available at national and sub-national levels either supplementing or collaborating with any existing budget analysis and review</b>	Number of national and/or sub-national financial reports or budget processes undertaken with participation by the CSO in CSA networks	<b>Total</b>	<b>12</b>	<b>10</b>	<b>10</b>	<b>66</b>	<b>115</b>
			<i>National</i>	8	10	6	18	72
			<i>sub-national</i>	4	0	4	48	43



Outcomes	Outputs	Indicators	Disaggregation	Baseline	2018 Annual Achievement	2019 Annual Achievement	2020 Annual Achievement	*2021 End of Project
	<b>Outcome 3 (Effective Implementation and accountability): By the end of the grant period, the SUN Country CSA is on track in implementing their nutrition commitments and are making a demonstrable contribution to reducing malnutrition at national and sub-national levels</b>	Number of Multi-Stakeholder Platforms (MSP) meetings coordinated by SUN government focal point where the SUN CSA participate with quality inputs	<b>Total</b>	<b>33</b>	<b>73</b>	<b>51</b>	<b>233</b>	<b>385</b>
			<i>International</i>	0	0	27	0	27
			<i>National</i>	33	73	7	103	183
			<i>sub-national</i>	0	0	17	130	175
		Number of sectors that the MSP is collaborating with on nutrition e.g., health, education, WASH, agriculture, etc.	<b>Number</b>	<b>82</b>	<b>0</b>	<b>0</b>	<b>238</b>	<b>269</b>
			Number of functional multi-sector, stakeholder platform/s	<b>Total</b>	<b>70</b>			<b>109</b>
		National		8			24	26
		sub-national		62			85	105

Outcomes	Outputs	Indicators	Disaggregation	Baseline	2018 Annual Achievement	2019 Annual Achievement	2020 Annual Achievement	*2021 End of Project	
	<b>Output 3.1: CSAs prioritise CSO membership, enabling them to actively contribute to multi-sectoral and multi-stakeholder decision-making and coordination platforms at the national and sub-national levels</b>	Number of CSOs that have identified and reported on commitments aligned to national or sub-national government commitments	<b>Total</b>	<b>28</b>	<b>12</b>	<b>177</b>	<b>673</b>	<b>915</b>	
			<i>National</i>	15	12	89	100	202	
			<i>sub-national</i>	13	0	88	573	713	
		Number of national and sub-national behaviour change campaigns organised in marginalised communities undertaken with support/participation of local CSOs	<b>Total</b>	<b>209</b>	<b>36</b>	<b>10</b>	<b>359</b>	<b>473</b>	
			<i>National</i>	105	0	10	13	63	
			<i>sub-national</i>	104	36	0	346	410	
		Number of people reached through the behaviour change campaigns (men, women, boys, girls) organised by local CSOs as a result of the response to the COVID-19 pandemic	<b>Total</b>	<b>3,619,997</b>				<b>9,633,065</b>	<b>16,461,738</b>
			<i>Men</i>	904,342				4,332,470	3,919,538
			<i>Women</i>	905,305				4,206,315	3,915,713
			<i>Boys</i>	904,750				549,298	456,891
			<i>Girls</i>	905,600				544,982	447,049
		Number of behaviour change campaigns organised by local CSOs as a result of the response to the COVID-19 pandemic	<b>Total</b>	<b>28</b>				<b>147</b>	<b>224</b>
			<i>National</i>	3				147	35
			<i>sub-national</i>	25				0	189
		Number of people reached through the behaviour change campaigns organised by CSOs within the CSA network (men, women, boys, girls)	<b>Total</b>	<b>3,618,975</b>	<b>18,970</b>	<b>46,918</b>	<b>834,906</b>	<b>4,350,910</b>	
			<i>Men</i>	905,638	7,260	14,876	329,851	913,139	
			<i>Women</i>	906,324	5,218	22,268	489,270	1,993,156	
			<i>Boys</i>	903,163	2,972	5,095	11,038	751,036	
			<i>Girls</i>	903,850	3,520	4,679	4,747	693,579	

Outcomes	Outputs	Indicators	Disaggregation	Baseline	2018 Annual Achievement	2019 Annual Achievement	2020 Annual Achievement	*2021 End of Project
		Number of partnerships established by SUN CSAs to promote nutrition issues (excluding CSOs within the CSA networks)	<b>Total</b>	<b>47</b>	<b>51</b>	<b>20</b>	<b>296</b>	<b>436</b>
	<i>National</i>			43			123	153
	<i>sub-national</i>			0			173	54
		Number of national and international CSA member organisations – disaggregated by national and international NGOs	<b>Total</b>	<b>1,601</b>	<b>1712</b>	<b>0</b>	<b>466</b>	<b>2,178</b>
	<i>National</i>			1,290	1,454	0	398	1,852
	<i>International</i>			311	258	0	68	326
		Number of national and sub-national CSA steering committee members – disaggregated (male, female)	<b>Total</b>	<b>56</b>	<b>210</b>	<b>0</b>	<b>158</b>	<b>164</b>
	Male			27	124	0	94	99
	Female			29	86	0	64	65
	<b>Output 3.2: CSAs contribute to and report on national progress in the SUN Annual Progress Report as well as other national reporting mechanisms including Voluntary National Reviews for the Sustainable Development Goals</b>	Number of case studies collected from CSOs to inform national reporting mechanisms	<b>Total</b>	<b>15</b>	<b>0</b>	<b>44</b>	<b>60</b>	<b>157</b>
		Number of national review mechanisms (e.g., SDG national review process) in which SUN CSAs participated and provided quality inputs	<b>Total</b>	<b>51</b>	<b>17</b>	<b>81</b>	<b>21</b>	<b>147</b>

Out-comes	Outputs	Indicators	Disaggre-gation	Baseline	2018 Annu-al Achieve-ment	2019 Annu-al Achieve-ment	2020 Annu-al Achieve-ment	*2021 End of Project
	<b>Output 3.3: With the support of the CSA, sub-national CSOs encourage local authorities to share/report on their nutrition commitments</b>	Number of CSOs that provided inputs about accountability and progress on existing NPAN commitments	<b>Total</b>	<b>5</b>	<b>0</b>	<b>50</b>	<b>547</b>	<b>666</b>

## ANNEX 3: OVERVIEW OF WINDOW 1 STRUCTURE

### WINDOW 1 – CYCLE 1: CIVIL SOCIETY ALLIANCES

The Pooled Fund launched a competitive CFP for Window 1 Cycle 1 in May 2018, to focus on activities best supporting the aim of scaling up nutrition for all stakeholders. Under Window 1 Cycle 1, the funded initiatives were aligned with priorities of national MSPs for nutrition, helping to accelerate progress and realize the added value of multi-stakeholder collaboration. The Pooled Fund supported national and local CSAs to connect and contribute to national MSPs, ensuring a coordinated, aligned and effective (national) response to malnutrition with solutions that can be owned by the communities. **A total of \$3,280,122 was awarded** across **21 CSAs in 19 SUN countries**. Countries receiving grant funding under Window 1 – Cycle 1 were: Bangladesh, Benin, Burundi, Cameroon, Chad, El Salvador, Ghana, Kyrgyzstan, Liberia, Mali, Myanmar, Namibia, Nigeria, Papua New Guinea, Senegal, Somalia, South Sudan, Sri Lanka and Sudan.

In 2019, under the Pooled Fund's first round of funding, NCEs were applied to extend projects for an additional six months (from 12 to 18 months in total), allowing grantees sufficient time to complete agreed programmatic activities under all outcomes. To support grantees' ability to stay involved in nutrition actions, cost extensions (CEs) were agreed allowing sustainability plans for agreed project activities. Under this round of CEs, **\$1,090,286 was awarded to 12 grantees** (Benin, Burundi, Cameroon, Chad, Ghana, Kyrgyzstan, Liberia, Nigeria, Mali, Senegal, South Sudan and Sri Lanka).

### WINDOW 1 – CYCLE 2: CIVIL SOCIETY ALLIANCES

Window 1 – Cycle 2 built on the gains of Window 1 – Cycle 1, offering support for the establishment and/or expansion of CSAs to participate in national MSPs that had not benefited from the previous cycle of Pooled Fund grants. A few modifications were made to the Cycle 2 criteria and structure, notably: i) simplifying the process by removing the requirement for donor convener letters, as it had proved very challenging for CSAs to provide an accurate update of their funding situation; ii) extension of the period to develop and submit applications; iii) increase of the grant ceiling to \$200,000; and iv) extension of the project duration from 12 to 18 months.

These modifications were introduced as part of the Pooled Fund's commitment to applying adaptive learning processes, to continually improve its funding structure and delivery, following suggestions raised by grantees through lessons learned meetings at the close of Cycle 1. Amendments were endorsed by the Consultative Group on 22 November 2018, further increasing the quality of the applications received.



**Altogether, \$4,192,036 was awarded across 19 CSAs in 19 countries.** The countries that received grant funding under Window 1 – Cycle 2 were: Afghanistan, Burkina Faso, Cambodia, Côte d'Ivoire, Ethiopia, Guinea, Indonesia, Kenya, Madagascar, Malawi, Mozambique, Nepal, Niger, Pakistan, Peru, the Philippines, Tanzania, Zambia and Zimbabwe.

In 2020, following the devastation caused by COVID-19, and the pandemic's effects of diverting public attention from the momentum that had been growing on national and sub-national nutrition agendas, NCEs were implemented to extend the project duration by six months to 30 June, 2021. Grantees responded to COVID-19 with resilience, committing to streamlining both their budgets and workplans, as well as introducing a series of responses to the emerging public health crisis. In collaboration with both the SUN Civil Society Network (CSN) and SUN Movement Secretariat, the Pooled Fund team reviewed proposals for funding top-ups and/or extension budgets. Altogether, **12 grantees were selected** to receive top-up budgets (Afghanistan, Burkina Faso, Cambodia, Ethiopia, Kenya, Malawi, Nepal, Pakistan, Peru, Tanzania, Zambia and Zimbabwe), **worth a cumulative total of \$496,782.**

## WINDOW 1 – CYCLE 3: SUN BUSINESS NETWORK

The World Food Programme (WFP) has been the designated grant recipient representing the SBN, whose stated aim is to engage and mobilize businesses at the global and national levels to act and invest responsibly in improving nutrition. In February 2020, the Pooled Fund awarded a United Nations inter-agency agreement to the WFP, which shares a co-convening agreement with the Global Alliance for Improved Nutrition (GAIN).

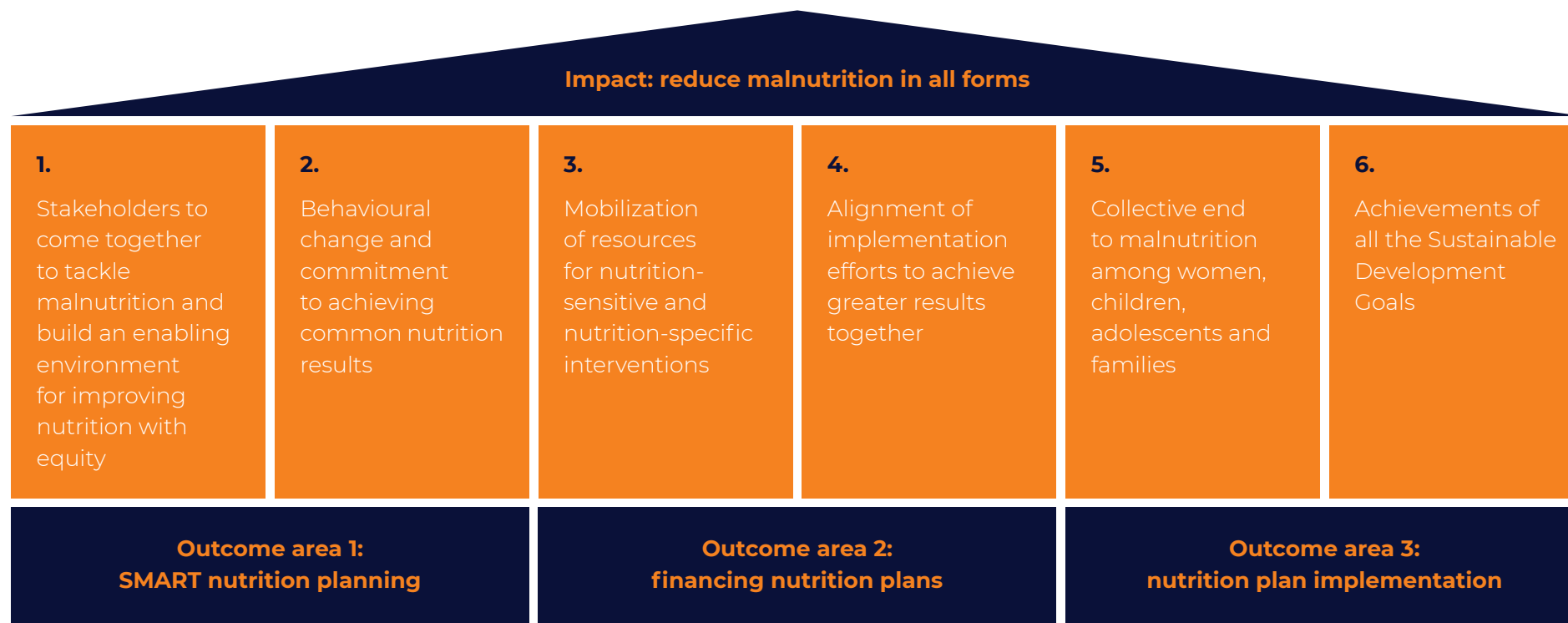
The Pooled Fund **initially awarded WFP a grant worth \$2.14 million** to support SBN initiatives in 13 SUN countries (Bangladesh, Cambodia, Côte d'Ivoire, El Salvador, Ethiopia, Lao People's Democratic Republic, Madagascar, Nigeria, Pakistan, Senegal, Sri Lanka, Tanzania and Uganda). Through Pooled Fund support, the SBNs mobilized and expanded private sector engagement and investment on nutrition, using country-driven and country-led business networks. In 2021, two more countries became SBN grantees: Kenya and Malawi.

Separate from this, and in acknowledgement of challenges faced during implementation as a result of COVID-19, WFP received an NCE to extend its activities to 30 June 2021. This extension was endorsed by the Consultative Group in April 2020 as part of a support package to countries affected by the pandemic. The Consultative Group also approved an expansion of the SBN to include an additional four countries: Guatemala, Honduras, Mozambique and Nepal. As a result, the total WFP agreement budget was increased by \$770,204 to a **total of \$2,917,916**, and helped support building and **strengthening 19 SBN platforms in 19 countries.**

## WINDOW 1 – CYCLE 4: COVID-19 RESPONSE

Following the outbreak of COVID-19 in 2020–2021, a number of Pooled Fund grantees were forced to suspend or close operations to make the necessary adjustments to follow emergency public health policies (lockdowns etc) domestically. Also, some grant agreements had ended just as COVID-19 was threatening lives, logistics and food supplies. Window 1 – Cycle 4 was structured to support grantees with mechanisms to mitigate pandemic-related hardships, enable resilience, and consolidate grantees' hard-won gains since 2018. In July 2020, a competitive CFP for “small grants” was announced for former Pooled Fund CSA grantees. The eligibility of these CSAs was based on how the applicants planned to respond to the pandemic, either noting gaps in national response plans and/or identifying initiative to align with the governments' efforts to keep up with nutrition commitments. CSAs also had the option to address any other unexpected crisis that may have challenged recent national nutrition progress, for example, rebuilding a fit-for-purpose CSN and national ecosystem, which could be used to strengthen national response mechanisms in the face of future (public health) crises (such as under SUN 3.0). In total, **15 small (continuation) grants** were awarded to Cambodia, Cameroon, Chad, El Salvador, Ghana, Kenya, Liberia, Madagascar, Mali, Namibia, Pakistan, Peru, Senegal, South Sudan and Sri Lanka, with the grant value of approximately \$50,000 each, **altogether amounting to \$750,702**. Selected grantees were invited to launch their proposed activities under Window 1 – Cycle 4 as soon as pre-approved activities from former cycles were complete.

## ANNEX 4: SUN MOVEMENT POOLED FUND THEORY OF CHANGE



## ANNEX 5: SUN BUSINESS NETWORK FUNCTIONALITY INDEX, BASELINE TO MID AND FINAL YEAR IMPLEMENTATION

Country	December 2019 (Baseline)	August 2020	December 2020	June 2021 (end of funding)
Bangladesh*	4	4	4	5
Côte d'Ivoire	2	3	3	2
Cambodia*	2	3	3	4
El Salvador*	2	3	3	4
Lao People's Democratic Republic*	5	5	5	5
Madagascar*	4	5	5	5
Malawi*	5	5	5	5
Nepal*	3	4	5	4
Nigeria*	5	5	5	5
Pakistan*	5	5	5	5
Senegal*	2	3	4	4
Sri Lanka*	5	5	5	5
Tanzania*	5	5	5	5
Uganda	2	3	3	3
Ethiopia*	3	-	-	5
Guatemala	0	-	-	3
Honduras	0	-	-	3
Mozambique*	5	-	-	5
Kenya*	3	-	-	5

\* FX score = Functionality index; 15 countries with an FX index score 4 or above.

Note: Honduras, Guatemala, Mozambique and Nepal project support were awarded after March 2021

## ANNEX 6: COUNTRY HIGHLIGHTS – EXAMPLES OF THE POOLED FUND IN ACTION

### 1.1. Spotlight on civil society alliance contributions to national and sub-national nutrition policies through civil society organizations and nutrition champion inputs, Window 1 – Cycles 1 and 2

#### Kenya

Having onboarded 104 nutrition champions (91 women), including academics, first ladies and media, nutrition and youth professionals, Kenya's CSA and its partners successfully supported the development and launch of 19 County Nutrition Action Plans, aligned to national targets. These plans have subsequently been used to serve as a resource mobilization tool in guiding annual planning and budgeting processes at the sub-national level.

#### Madagascar

The national CSA created the Chanut Mada (Nutrition Champions) Network, composed of journalists, artists and athletes, as well as parliamentary representatives of the National Assembly's Health Committee. Together, these champions raised the profile of nutrition at the national level by drafting a set of press articles for TV, radio and newspapers on the importance of nutrition, among other initiatives.

#### Pakistan

By onboarding 15 new parliamentary nutrition champions, Pakistan's CSA was able to form a parliamentary oversight mechanism for nutrition policy and programme implementation. Building on this achievement, the CSA also organized four provincial parliamentary consultations.

#### The Philippines

CSA efforts to onboard 15 parliamentary nutrition champions and key influencers (of which two were at the national level and 13 at the sub-national level) resulted in these champions publicly discussing nutrition in key decision-making processes related to legislation, policymaking, planning and budgeting.



## 1.2. Spotlight on nutrition-focused budget inclusions and/or commitments following civil society alliance advocacy, under Window 1 – Cycles 1 and 2

### Benin

The CSA carried out a nutrition budget analysis from 2016 to 2019, which highlighted insufficient budget allocations to nutrition activities. The findings were then published in 2019 in a joint government review paper by civil society, and formally presented to the Benin Government in 2020.

### Cameroon

Following a number of CSA activities promoting nutrition, along with advocacy for the inclusion of nutrition in local development plans, 40 municipalities signed commitments to dedicate nutrition-specific budget lines in sub-national plans, with 14 municipalities further committing to allocate 1 per cent of their annual budget to nutrition activities, which is equivalent to \$15,000.

### Peru

The CSA and other stakeholders highlighted gaps in budgeting across two national and 25 sub-national nutrition plans, leading to the Peruvian Ministry of Economics and Finance committing to address these through 25 performance allocation agreements. These agreements are planning tools for regional governments to address specific nutrition issues, including growth retardation, anaemia and coverage of direct and sensitive interventions, among others.

### Zimbabwe

The CSA has become a recognized and vital player in the effective lobbying of policy commitments to nutrition. This has led to a CSA-led review of nutrition investment in the 2021 national budget, with support provided by the Pooled Fund. Following the CSA's review and the effective advocacy of other civil society groups, the Zimbabwean Government allocated the equivalent of more than \$84 million of the national budget to food and nutrition security policy planning.

### 1.3. Spotlight on resource mobilization

#### Burkina Faso

Burkina Faso's CSA was able to raise \$229,234 through the Right to Grow project launched in April 2021. Five pilot regions also benefited from Pooled Fund decentralized advocacy microgrants worth \$11,000 each, with co-funding from the Bill & Melinda Gates Foundation. These microprojects helped influence local elected officials to integrate nutrition into municipal development plans and allocate a specific budget line to nutrition activities at the community level. It is expected that 2–3 per cent of these localities' budgets will be attributed to nutrition, which could indirectly help increase the national nutrition budget.

#### Cambodia

Cambodia's CSA played a catalytic role in generating its own funds and supporting nutrition funding. Through the CSA's advocacy and coordination efforts, the Cambodian Government allocated nutrition funds for two provinces (amounting to \$3.7 million) and also produced Cambodia's first Nutrition Budget Analysis Report with government, donor and United Nations stakeholders. The GFF supplied \$70,000 to support the budget analysis, the data of which will hopefully translate into improved tracking and reporting. The CSA was also able to generate \$255,000 for its own operations and activities.

#### Mali

Mali's CSA secured more than \$1 million in its 2020 national budget (already materialized) to finance the purchase of nutritional inputs, and another \$2.2 million in its 2021 national budget. At the sub-national level, \$18,000 was mobilized for the financing of nutrition at the community level through lobbying and the establishment of regional alliances and decentralized MSPs.

#### Mozambique

Mozambique's CSA has helped advocate and fundraise for nutrition, securing an estimated \$2,245,172 to address nutrition at the sub-national level during the 2020–2021 fiscal year. This amount was raised through a public tender launched by international donors such as the European Union, the United States Agency for International Development (USAID) and UK Aid Direct.

## 1.4. Spotlight on innovation in advocacy

### Cameroon

A workshop was run for journalists to educate them on nutrition fundamentals as well as behaviour change communication relating to food nutrition practices, with the aim of improving their dissemination of malnutrition-related information. At the end of the workshop, the Journalists Network for Scaling Up Nutrition (JONSUN) was created with six journalists (four women) in the coordination office and 17 members (10 women). The network ensured media coverage of the celebration of the CSA's Nutrition Ambassadors Award, among other activities. The CSA and its members' nutrition activities, nutrition messages and news were well featured in the media thanks to multiple CSA broadcasts through the press, local radio and TV channels.

### Kenya

Kenya's CSA supported the Nutrition Division at the Ministry of Health to develop messages on the importance of breastfeeding, the feeding of children from 6–59 months, good nutrition for pregnant and breastfeeding women, physical exercise and healthy eating for the general public in the context of COVID-19.

### Madagascar

A microfinancing initiative enabled the decentralization of CSA advocacy at the sub-national level through microgrants funded by the Pooled Fund and awarded by the CSA to its regional members. This advanced community education on malnutrition and raised awareness among local elected officials (both political and religious). A case study modelling this approach was subsequently developed under the Window 1 – Cycle 4 project, with CSAs in other SUN countries such as Burkina Faso also piloting the same approach.

### Malawi

Innovations addressing malnutrition at the national and sub-national levels were identified, including a district/sub-national level-specific advocacy strategy, a sub-national community cooking demonstration with community household members, a public expenditure tracking survey and policy recommendations through a budget analysis.

## 1.5. Spotlight on Bangladesh SBN's engagement with cottage industries value chain

**With an active membership of 139 members, Bangladesh's national SBN** has significantly grown since 2020. A final draft of the national strategy has been developed, and the SBN has been active in developing assessment activities and technical assistance packages for business members, as well as in identifying further businesses able to bring innovative changes to the local food system and building awareness for nutritious foods and products.

Under the guidance of the National Association of Small and Cottage Industries of Bangladesh (NASCIB), five sub-national SBN committees were formed in five districts. A governance mechanism was developed to form and guide these committees, ensuring their sustainability while also leveraging the added value of the SBN.

Through the signing of a cooperative agreement with the Bangladesh Food Safety Authority (BFSA) – a monitoring mechanism to monitor food safety – large-scale food fortification and wet markets were established.

## 1.6. Spotlight on value propositions for nutrition

### Bangladesh

Bangladesh's SBN organized [Food Frontiers](#), a nationwide pitch competition for youth entrepreneurs to bring about scalable and adaptable innovation in cities' food systems. Over 80 pitches were received under three thematic areas. 15 shortlisted businesses participated in a seven-day bootcamp to review the technical and commercial feasibility of their ideas. The objective was to increase the businesses' investment readiness, attract capital investment and attain knowledge on how businesses could improve their own nutritional and food safety aspects. The six finalists were provided a cash grant and infrastructure support. A book recording pitches by champion SBN members and a visual business case study were developed, highlighting sustainable business models, nutrition-sensitive value propositions and gender.

### Ethiopia

Ethiopia's SBN held a high-level donor/multi-stakeholder engagement event to promote a domestic strategy and ambitions to financing firms, potential donor partners, and bilateral organizations for creating enabling environment and resource mobilization platforms. Overall, this supported national networks in raising \$950,000 alongside the CSA.

### Madagascar

Madagascar's SBN saw an increase from 12 members in 2019 to 29 by 2021. Awareness-raising activities increased the network's visibility and helped to recruit more companies as members. The network's focus on promoting nutrition at work has led to training companies on the importance of improved nourishment at work, the publication of a book and posters to raise awareness on healthy nutrition, which have also been translated into French. Advances have been made in creating spaces within offices for mothers to breastfeed their babies, thereby reinforcing the policy of exclusive breastfeeding during the first six months of an infant's life.

### Mozambique

In collaboration with the national SME Institute, Mozambique's SBN promoted an initiative to raise awareness among the financial sector to adjust financial products to incorporate a nutrition-sensitive component. Three banks and two investment funds embraced the initiative, swiftly approving 13 SBN members for credit once they had demonstrated that their business had a significant impact on nutrition. Although still in its infancy, this is a fundamental achievement for the food and nutrition industry, especially as a means of mitigating the effects of COVID-19 on Mozambican SMEs in the food and/or nutrition sector, through enabling access to affordable credit.

## 1.7. Spotlight on innovation and locally-determined projects

### Ethiopia

Community labs were tested and adopted to identify the root causes of malnutrition and generate local community solutions. Twenty-four such labs were adopted in 13 districts in Amhara, with 11 in the Tigray region. This approach was able to bring multiple stakeholders together at the community level to develop solutions and tackle prevailing nutrition challenges.

### Guatemala

The grantee implemented direct interventions in the Xequemaya community, resulting in 620 families benefiting from a number of innovative solutions to address the reduction of gastrointestinal diseases resulting from hygiene issues. Through advocacy, training and resource mobilization, over 5,000 people benefited from water filters and now have access to safe water. In addition, families have decreased avoidable carbon emissions from no longer needing to boil water to make it safe and have benefited from the construction of cement floors in their kitchens, which has substantially improved household hygiene conditions.

### Senegal

The grantee supported the revision of technical sheets (used by the Fight Against Malnutrition Unit's community-level agencies and NGOs to carry out activities) and management tools for the implementation of community nutrition interventions in the context of COVID-19. This process enabled the nutrition interventions to resume after they had stopped due to the onset of the pandemic in the country. From August 2020 onwards, 1.2 million children aged 0–5 years old have started benefiting once again from growth monitoring and promotion activities, acute malnutrition case management at the community level and communication activities targeting mothers and guardians. The support of the MSP was instrumental in this process.

### Vietnam

The CSA successfully convened an advocacy alliance composed of nutrition-focused NGOs and INGOs to ensure the nutrition agenda became one of nine priority projects of the 2021–2025 National Targeted Programme for Ethnic Minority Development. The alliance was successful and the ratified plan will be implemented in 718 communes across 20 provinces, with a budget worth \$6 billion allocated by the Government. The plan aims to support the socioeconomic development of ethnic minorities, including maternal and child nutrition. The CSA has played a pivotal role in providing ongoing technical assistance and will continue to lead in providing technical assistance to the Ministry of Health and Committee on Ethnic Minorities on the programme intervention design and monitoring framework to achieve the country's nutrition goals.



## 1.8. Spotlight on examples of gender mainstreaming

### Burundi

The project focused on promoting women community nutrition champions, including through identifying active mamans lumières [light mothers, i.e. role model mothers] at the provincial level. This was one of the key factors in the successful implementation of local activities, with 32 women community nutrition leaders elected in 16 of the 17 provinces nationwide. Women community leaders were trained and empowered, and played a key role in the implementation of COVID-19 awareness activities within the community. The CSA also provided women community leaders with awareness-raising tools for the promotion of infant and child feeding.

### Guinea

Having recognized that community nutrition is mainly driven by women's groups, the CSA raised nutrition awareness at the local level. Activities included nutrition education and social mobilization for behavioural changes. The CSA supported more than 80 women's groups, with behavioural changes resulting in noticeable shifts in breastfeeding and personal hygiene habits.

### Namibia

Nutrition trainers and permaculture mentees who volunteered in the project were predominantly (around 70 per cent) female. Young women, mothers and caregivers were invited in particular to attend the nutrition workshops, with young mothers often comfortable to breastfeed their children while in attendance. During the workshops, the responsibilities of fathers in supporting breastfeeding mothers and taking a greater role in parenting were repeatedly highlighted, thereby directly engaging the men in attendance in a positive manner. In gardening workshops, the mentees educated community members on the roles of both genders during a child's development stages and encouraged the involvement of children in gardening.

### Nepal

Through Pooled Fund support, the CSA addressed the gender balance across four rural municipalities. Thanks to the CSA's robust encouragement of a participatory approach in decision-making at the local level (through gender-focused capacity development), a workshop held on nutrition champion recruitment had a 50:50 men to women gender balance, improving the requirement of at least 30 per cent of workshop participants being women.

## 1.9. Spotlight on youth inclusion

### Niger

Youth ambassadors (many of whom were young women) accounted for a high proportion of followers in community awareness-raising campaigns, with a significant impact on the quality of interactions and grass-root feedback collected by the CSA. The High Commissioner for the Nigeriens Nourishing Nigeriens (3N) initiative recognized the youth nutrition champions group as an important nutrition implementation partner.

### Peru

Thanks to interactions with the CSA and support provided during the grant, 54 sub-national youth organizations created the AND Juvenil Perú [Peru Youth Nutrition Alliance], a national civil society group. The Pooled Fund's support contributed to the training of these youth leaders so that they had the capacity to participate in sub-national collaborative nutrition monitoring processes. The youth leaders' capacities were strengthened through a virtual learning platform, blended workshops and technical support. The CSA also resolved to enable youth leaders to alert their peers on development issues and to encourage critical thinking through generating social dynamics in favour of nutrition, and to improve their participation and visibility to motivate regional authorities to fulfil their commitments.

### Sri Lanka

A national programme for 600 youth was conducted on the theme of "youth leaders for nutrition" in nine districts, titled Youwunpura. Awareness-creation programmes were organized targeting youth – and especially girls – on their equal right to food. The programme covered key areas of nutrition, including non-communicable diseases (NCDs), how to measure height and weight and how to check body mass index (BMI). An additional programme was also conducted for 50 adolescents (10 young women and 40 young men) on food, nutrition, NCDs and drug addiction. The programme was organized collaboratively with the National Youth Council, the Ministry of Health and the Pooled Fund.

## 1.10. SPOTLIGHT ON COVID-19 RESPONSE ACTIONS

<b>Zimbabwe</b>	In February 2020, the CSA held two parliamentary engagement meetings to influence the Government on nutrition-sensitive programming related to COVID-19 cash disbursements. This included, for example, the CSA encouraging the Government to distribute nutritious food assistance with fortified cooking oil and a beans/maize mixture, rather than low-value cash assistance and non-fortified oil and maize. The CSA also developed two position papers on the “Socio cultural influences on infant and young child feeding (IYCF)” and “Impact of COVID-19 on food and nutrition security”.
<b>Peru</b>	The Pooled Fund enabled the CSA to adapt to pandemic restrictions by creating a virtual learning platform for youth organizations. This platform enabled youth to participate in local governments’ nutrition monitoring and policy processes. To ensure their activities were sustainable, the CSA trained youth representatives, who will continue to influence local authorities to tackle anaemia and growth delays.
<b>Burundi</b>	CSOs from six provincial networks were supported in conducting three behaviour change campaigns for the promotion of good nutritional practices and the prevention of COVID-19, which reached 139,320 people, including 89,164 women.
<b>Sierra Leone</b>	Pre-recorded messages on COVID-19 prevention measures, the benefits of sustained nutrition practices (breastfeeding, infant and young child feeding) and the use of essential services were aired through megaphones after Subar prayers and in marketplaces. This was essential during lockdowns to ensure that COVID-19 information reached communities on a regular basis.
<b>The Philippines</b>	As part of a coordinated pandemic response, families with breastfeeding mothers, pregnant women and parents with young children received food packages containing root crops and fresh vegetables from local, at-risk farmers. Together, the CSA provided nutrition-sensitive food aid to the families of 200 marginal farming, fishing and ambulant vendors in five districts.
<b>Guinea</b>	The CSA participated in five virtual meetings coordinated by the Ministry of Health, some of which focused on the implementation of planned activities during the COVID-19 period. As a result, the CSA, in collaboration with the National Health Security Agency, organized awareness sessions as part of the national COVID-19 response. These sessions reached approximately 50,000 people, distributed 10 million face masks and issued 7,000 handwashing kits.
<b>Kyrgyzstan</b>	In a bid to eliminate food waste while also advancing nutrition, the Charba Market app was developed by the CSA to target farmers and individual producers struggling to sell their agricultural produce, especially during the pandemic. Downloads and app usage among sellers is rising.

## 1.11. Spotlight on improved financial sustainability in SUN countries

Country	Project deliverables
<b>Burkina Faso</b>	The CSA successfully leveraged multi-donor funds for its CAP nutrition project. The Pooled Fund investment was complemented by \$1.1million from the Bill & Melinda Gates Foundation and an additional \$100,000 from Action Against Hunger. The CSA's visibility is growing at the local level, with Right2Grow – a five-year strategic partnership of Save the Children, Action Against Hunger and the Centre for Economic Governance and Accountability in Africa – selecting the CSA as the project's local implementing partner with a grant worth \$229,234. Additionally, the CSA's membership fees of \$93 per year per member continue to fund a portion of its daily operations.
<b>Côte d'Ivoire</b>	Thanks in part to the CSA's advocacy, the African Development Bank is providing up to \$9.3 million (CFAF 5 billion) in financial support to the Government of Côte d'Ivoire through the National Council for Nutrition, Food and Early Childhood Development for the promotion of exclusive breastfeeding in the country's 31 regions. The CSA benefited from \$21,000 in financial support from the Bill & Melinda Gates Foundation, \$5,000 in microfinance from the global SUN Movement, and more than €30,000 from the European Union via the Interprofessional Fund for Agricultural Research and Advice (FIRCA) to support the project for the development of the cassava and vegetable sectors in Côte d'Ivoire (PRO2M).
<b>Liberia</b>	With a 2020–2022 CSA workplan, a fundraising and sustainability strategy and a donor database, Liberia's CSA has regained its institutional capacity and is strongly positioned for the future. Thanks to membership fees and partnerships with Save the Children and UNN-REACH, it is in a better position to continue its good work.
<b>Madagascar</b>	Acquisition of \$30,000 financing via GFF for the CSA. These activities were being implemented between October 2020 and August 2021, whereby the CSA acted as the National Focal Point of the GFF to help revitalize and bring together the various civil society actors working for nutrition to monitor the finalization of the GFF investment framework for Madagascar.

## ANNEX 7: SBN GLOBAL RESULTS FRAMEWORK

Outcomes	Outputs	Indicators	Baseline	Progress: August 2020	Progress: December 2020	2021 End of Project	Comments on variations (if applicable)
<b>Outcome 1: Governance: Enhanced governance and accountability for nutrition</b>	<b>Output 1.1: Strengthened national nutrition governance and accountability through effective engagement of National SUN Business Networks (SBNs) in support of national nutrition strategies</b>	Number of businesses aligning activities behind government nutrition strategies and priorities	458 SBN business members as of Dec 2019	585 SBN Business members	658 SBN Business members	1150 SBN Business members	Number of businesses signed up as members of national SBNs  Assumption is that businesses signing up to SBNs are working towards improved nutrition practices
	<b>Output 1.2: National SBNs are active participants in, and contributors to, the SUN multi-stakeholder platform (MSP)</b>	Number of functional national SBNs supported with UNOPS funding	8 countries with a Fx index $\geq 4$	9 countries with an FX index score $\geq 4$	10 countries with an FX index score $\geq 4$	17 countries supported by UNOPs funding with an FX index score $\geq 4$	Functionality index to measure; counting as Fx of 4 or above
	<b>Output 1.3: Increased coherence and convergence of the SBN's global and national strategies and actions with strategies and actions of the SUN Civil Society Networks (CSN), SUN Donor Networks (SDN) and UN Nutrition (UNN)</b>	Number of joint inter-network outputs promoting coherence and convergence with national priorities	0	2	2 global; 19 country-level inter-network outputs	4 global; 25 country-level inter-network outputs	Inputs into SUN 3.0 Strategy confirming inter-network collaboration  Joint Networks COI discussion and guidance from SBN  Draft convergence toolkit  GSS joint COVID advocacy messages  Various country-level outputs

Outcomes	Outputs	Indicators	Baseline	Progress: August 2020	Progress: December 2020	2021 End of Project	Comments on variations (if applicable)
	<b>Output 1.4: Improved effective functioning of National SBNs</b>	Number of national SBNs that have increased	0	See functionality index table	1 country with increased functionality score (Senegal)	11 countries with increased functionality score	All countries not at a 5 functionality at start of grant should increase over this period.
<b>Outcome 2: Scaling Up: Increased scaling up of effective, equitable, sustainable and resilient business responses</b>	<b>Output 2.1: Increased size and technical capacity of national SBNs for effective scale up.</b>	Number of national SBN business members that increase their involvement to improve nutrition practises	186 national businesses making commitments	198 national businesses making commitments (from national databases and or reporting forms)	288 national businesses making commitments	632 national businesses making commitments	Number of businesses making commitments  Commitments expected to increase with the roll out of the SME Commitment Guide
	<b>Output 2.2: Increased responsiveness of national SBNs to request for, and opportunities to, scale up nutrition responses at national level</b>	Number of tools and documents developed by the SBN to share lessons learned and facilitate inter-network activities	0	43+	58+	100	2 x SME survey carried out of over 300 SMEs on impact of COVID  SBN gender report  Workforce Nutrition Handbook developed for SMEs  SBN/CSN joint COI document  Draft SBN national whistle-blower mechanism, to be piloted  3 newsletters  60 articles published on SBN global website relating to activities which took place between Feb 2020 – Jun 2021



Outcomes	Outputs	Indicators	Baseline	Progress: August 2020	Progress: December 2020	2021 End of Project	Comments on variations (if applicable)
	<p><b>Output 2.2: Increased responsiveness of national SBNs to request for, and opportunities to, scale up nutrition responses at national level, cont.</b></p>						<p>Updated and disseminated SUN Pitch Competition training materials on nutrition awareness and investment readiness training for SMEs which includes various templates SMEs can use for soliciting investment from commercial and impact investors (i.e. business plan, pitch deck, investment teaser, nutritional impact statement)</p> <p>6 recorded webinars with investor and technical assistance providers outlining their support mechanism for SMEs and sharing best practices on various technical topics including fortification, marketing, cash and budget management. Participating organizations included with Incofin, Unilever, Cargill, Food Fortification Initiative, Common Fund for Commodities and Elea Foundation.</p> <p>Front of pack nutrition labelling workshop held and report disseminated to national SBNs</p> <p>19 SBN case studies developed to share lessons learned and best practices on the themes of; Gender, Innovation, Resilience, and Strategic Partnerships</p> <p>SME Commitment Guide developed and disseminated</p>

Outcomes	Outputs	Indicators	Baseline	Progress: August 2020	Progress: December 2020	2021 End of Project	Comments on variations (if applicable)
	<b>Output 2.2: Increased responsiveness of national SBNs to request for, and opportunities to, scale up nutrition responses at national level, cont.</b>	Number of national SBN business members assessed for support	10 national SBN networks using tools to assess businesses	12 national SBN networks using tools to assess businesses	299 business members assessed for support across 13 national SBN networks	642 businesses assessed for support across 13 national SBN networks (including 48 assessments of non-SBN members)	Number of national SBN networks using tools designed by Global SBN team to survey member needs (FA, BDS, TA) since January 2020
	<b>Output 2.3: Increased commitments from in-country businesses to improve the nutritional well-being of women and children</b>	Number of SBN member businesses incorporating a focus on the nutrition needs of women of reproductive age, adolescent girls and children under 5 within their business strategies	0	Will report January 2021	11% of SBN members (71 out of 658)	9% of SBN members (104 out of 1150)	Not all national SBNs have assessed their members' impact on the nutrition needs of this target group.

Outcomes	Outputs	Indicators	Baseline	Progress: August 2020	Progress: December 2020	2021 End of Project	Comments on variations (if applicable)
	<b>Output 2.4: Stronger complementarity between SBN and CSN, SDN, UNN strategies at country levels</b>	Number of amendments to country strategies to build stronger complementarities between SBNs and CSN, SDN, UNN	0	0	2	9	Bangladesh, Cambodia, El Salvador, Guatemala, Madagascar, Nepal, Sri Lanka, Senegal, Uganda developed new strategy (or updated existing strategy) during this period, with a focus on identifying linkages with other networks.
	<b>Output 2.5: Examples of joint SBN responses, with CSN, SDN, UNN, to requests, seeking to build synergies and maximise the full potential of the partnership (the specific form would depend on the needs expressed, but could include joint consumer campaigns, or legislative reforms for example)</b>	Number of joint SBN/SDN, CSN, UNN partnerships to support nutrition scale up	0	4 global partnerships, partnerships at country reported through country annexes	4 global partnerships; 15 country-level partnerships	4 global partnerships; 33 country level partnerships	<p>Strong GSS collaboration and joint action in support of SUN 3.0</p> <p>SBN/CSN joint guidance on Conflict of Interest</p> <p>Country partnerships include:</p> <p>Civil Society: Tanzania, Bangladesh, Malawi, Nigeria, Nepal, Pakistan, El Salvador, Madagascar, Senegal, Sri Lanka, Kenya, Ethiopia, Mozambique</p> <p>UN: Nigeria, Bangladesh, Laos, Sri Lanka, El Salvador, Madagascar, Uganda, Senegal, Kenya, Ethiopia, Mozambique, Tanzania</p> <p>Donor: Nigeria, Senegal, Kenya, Ethiopia, Mozambique, Tanzania</p> <p>Academia: Malawi, Nigeria</p>

Outcomes	Outputs	Indicators	Baseline	Progress: August 2020	Progress: December 2020	2021 End of Project	Comments on variations (if applicable)
	<b>Output 2.5: Examples of joint SBN responses, with CSN, SDN, UNN, to requests, seeking to build synergies and maximise the full potential of the partnership (the specific form would depend on the needs expressed, but could include joint consumer campaigns, or legislative reforms for example), cont.</b>						<p>SBN collaboration with members of SDN, UNN and CSN at the Nutrition for Growth Accountability working group (ACTION, RESULTS, Bill &amp; Melinda Gates Foundation, Food and Agriculture Organization, Save the Children UK (SUN Civil Society Network), UNICEF, USAID (SUN Donor Network), World Health Organisation)</p> <p>CSN consolidated input provided to SBN survey on aligning business reporting</p>
		Number of CSN, SDN, UNN and Global SBN support partners identified and linked to national SBN members	160	165	165 global partners identified; 35 national SBN members linked to partners	165 global partners identified; 67 national SBN members linked to partners	# of partnerships identified and linked (in global results framework) that involve another SUN network including Global SBN: WHO was linked to SBN Pakistan and Nigeria to support pilot project on trans fat elimination; several FAO events for African SMEs were shared with and joined by African SBNs

Outcomes	Outputs	Indicators	Baseline	Progress: August 2020	Progress: December 2020	2021 End of Project	Comments on variations (if applicable)
<b>Outcome 3: Knowledge &amp; information shared to national multi-stakeholder platforms that informs nutrition policy development and implementation in line with global challenges</b>	<b>Output 3.1: Improved knowledge management by national SBNs</b>	Number of countries submitting data through SBN national database	5	5	5	7	<p>Bangladesh, Nigeria, Pakistan, Tanzania, Sri Lanka, Kenya, Mozambique are actively using the SBN database.</p> <p>The number of countries using the database should increase with the launch of the online database system.</p>
	<b>Output 3.2: Regular information sharing between and within SBN, CSN, SDN, UNN at global/regional/national levels</b>	Number of national MSPs benefiting from information generated by SBN to encourage multi-stakeholder collaboration	0	4 mechanisms/focus areas	9 MSPs received information generated by national SBNs to encourage multi-stakeholder collaboration	15 MSPs received information generated by national SBNs to encourage multi-stakeholder collaboration	<p>Workforce Nutrition Handbook has been shared across multiple MSPs and is being translated in several PF countries and roles for other networks is being discussed and identified.</p> <p>SBN SME survey has been disseminated to various national stakeholders by national SBN Coordinators</p> <p>National SBN Newsletters disseminated across countries and via MSPs; inputs also provided by selected SBNs into regional multi-stakeholder/sector communications materials.</p> <p>Quarterly SBN workshops held (virtually and in person depending on country); other stakeholders from MSP invited as standard practice</p> <p>Awareness-raising brochures, videos and other visibility materials on the role of business in improving nutrition</p>

Outcomes	Outputs	Indicators	Baseline	Progress: August 2020	Progress: December 2020	2021 End of Project	Comments on variations (if applicable)
	<b>Output 3.3: Lesson-learning papers/discussions on the experience of SBN inter-network collaboration</b>	Number of documents developed on the experience of inter-network collaboration	0	0	0	5	4 x Case studies developed on the experience of inter-network collaboration in Nigeria, Kenya, Bangladesh & Tanzania  Draft convergence toolkit
	<b>Output 3.4: SBN shares knowledge generated with SUN Movement Secretariat (SMS) &amp; other SUN Networks</b>	Feedback from SUN Network stakeholders on the experience of closer collaboration as well as from the SMS (e.g., online survey)	0	1	2	3	Informal positive feedback from other SUN Networks around experience on collaboration around SUN 3.0.  Develop online survey to be carried out at the end of the funding period to assess experiences across global secretariats .  Global GSS (networks) concept note developed to promote joint fundraising and collaboration.  Positive feedback coming out of GSS retreats (x2)
	<b>Output 3.5: SBN Global Team shares knowledge products developed by SMS and other SUN Networks and national SBN, CSN, SDN, UNN platforms</b>	Number of potential joint knowledge sharing initiatives between SBN and CSN, SDN, UNN	0	6 global; national reported through country annexes	7 national; 6 global	40 national; 7 global	National SBNs regularly invite other Networks to knowledge sharing/learning events, although this slowed due to COVID and reduction in number of meetings and workshops.  Joint webinars held with SUN; FAO at global and national level.  Other SUN Networks invited to SBN Global workshops on gender, partnerships, financing & sustainability, and front of pack nutrition labelling  GSS workshop held in April 2021



Outcomes	Outputs	Indicators	Baseline	Progress: August 2020	Progress: December 2020	2021 End of Project	Comments on variations (if applicable)
	<b>Output 3.5: SBN Global Team shares knowledge products developed by SMS and other SUN Networks and national SBN, CSN, SDN, UNN platforms, cont.</b>	Number of peer-to-peer learning interactions, undertaken separately and jointly by the SBN with CSN, SDN, UNN	0	3	21 national; 5 global	51 national; 5 global	<p>At global level, other Networks invited to topical SBN Coordinator workshops on gender, partnerships and COI, financing and sustainability, front of pack labelling etc.</p> <p>Joint COI guidance developed together with CSN</p> <p>National level virtual business-to-business interactions carried out in countries to exchange knowledge, especially during COVID</p>

## ANNEX 8: LESSONS & RECOMMENDATIONS

The Pooled Fund has evolved over time, and so has its body of knowledge. The table below summarizes the findings from a variety of sources, including prior Pooled Fund publications, feedback from grant recipients during virtual monitoring missions, focus groups with the SUN Secretariat's Country Liaison team members, and more. Since the Pooled Fund is helping countries achieve 2016–2020 SUN Movement Strategy Objectives, it shares many of the same challenges that the Movement experienced as a whole. Readers may identify common challenges and common recommendations addressed in the [Strategic Review of the 2016–2020 SUN Movement Strategy](#) evaluation, and in the [SUN Strategy 3.0](#).

### WHAT WORKED WELL IN POOLED FUND 2.0

No.	Type	Description	Source	Link
1	<b>Physical visits to field sites</b>	UNOPS recommends physical visits to the field whenever the value of the project justifies this level of oversight. In-person visits are an opportunity to truly validate claims in reports, improve data collection, and develop connections between the SUN Movement Secretariat, SUN Networks and in-country stakeholders. It is important to note that field visits require a particular set of skills by professional Monitoring and Evaluation (M&E) Specialists.	2019 Pooled Fund Annual Report	Page 47
2	<b>In-house M&amp;E Team</b>	Having the M&E team as part of the project, not outsourced for one-time monitoring exercises, deepened the knowledge of the SUN Movement and improved the relationship with the beneficiary. An in-house M&E team had an added-value in that they could perform more than just site monitoring visits. M&E team members participated in the Call for Proposal (CFP) design process, provided one-on-one support to beneficiaries on developing and reporting against their logframe indicators, and organised lessons-learning sessions among beneficiaries. The M&E team's language capabilities and region-based coverage improved communications with beneficiaries as well.	2019 Pooled Fund Annual Report	Page 49
3	<b>Grants Senior Officers</b>	It requires specialised knowledge to conduct financial report reviews, risk assessments, contract amendments, budget analysis and payments to high-risk countries in local currencies. These skill sets should continue to be a distinct and separate role in the project.	2019 Pooled Fund Annual Report	Page 50

No.	Type	Description	Source	Link
4	<b>Supporting SUN Business Networks</b>	SUN Business Networks (SBNs) demonstrate a momentous effect in countries where they are established. There are more countries who would benefit from an SBN and at the moment and all would benefit from maturing and expanding at the sub-national level. They are an untapped source of redirecting Corporate Social Responsibility funds to nutrition. The Pooled Fund recommends continued support to establish and mature in-country SBNs and to establish collaboration mechanisms at national level between the business and civil society networks to enhance results through joint implementation.	Virtual Monitoring Missions & 20 November 2020 Learning4Nutrition Session	<a href="#">Link</a>
5	<b>Contract flexibility</b>	The ability to prolong contracts based on need allowed countries to achieve project objectives and maneuver around the setbacks posed by COVID-19. More time and support would be required to ensure that the changes achieved are sustained. The Pooled Fund recommends to either greatly limit the scope of work and logframes of Call for Proposals to shorter timeframes or, to design longer grant implementation periods from the beginning, e.g., 3-5 years (particularly for fragile states).	2019 Pooled Fund Annual Report	Page 55
6	<b>Local gatekeepers</b>	Civil Society Alliances (CSAs) that had influential Nutrition Champions at the national level were very effective in national policy efforts. However, it was local “gatekeepers” such as mayors, religious leaders and trusted grassroots organisations that opened the space for the CSA to expand their reach effectively. It is important to recall that mass communication campaigns that work at the national level do not reach rural groups in the same way as local gatekeepers and local communication does.	15 October 2020 & 20 November 2020 Learning4Nutrition Session	<a href="#">Link</a>
7	<b>Government Focal Points</b>	Close collaboration with the SUN Country Focal Point and government is a strong driver of results. This is particularly relevant during emergencies like the COVID-19 pandemic, for CSA “watchdog” activities in budget tracking, and general access to key line ministries.	15 October 2020 Learning4Nutrition Session	<a href="#">Link</a>
8	<b>Strategy</b>	Pairing advocacy with implementation is effective at the sub-national level. The CSA must “walk the talk” by pairing their advocacy messages with some concrete benefit to a community, e.g. health fairs, deworming medication, ultrasounds, sanitation projects. This is crucial for locally elected officials who are the first line of accountability in communities.	“Know It, Be It, Do it” 9-14 December 2020	<a href="#">Link</a>

No.	Type	Description	Source	Link
9	<b>Sharing knowledge</b>	Grant recipients who underwent an international learning exchange/pairing highly recommended the practice with others. This worked well as an allowable activity in the Pooled Fund for interested SUN Countries.	Virtual Missions & 20 November 2020 Learning4Nutrition Session	<a href="#">Link</a>
10	<b>Resourcing</b>	For financing facilities such as the Global Financing Facility (GFF), the country is expected to develop an investment case, part of which is financed by GFF and partly by the government. The government, among other priorities, usually deprioritises nutrition for more immediate/urgent priorities. CSA involvement in this process recommended keeping nutrition a priority. This is a similar recommendation to national budget processes, where CSAs generate evidence on and advocate for domestic investment in nutrition.	15 October 2020 Learning4Nutrition Session	<a href="#">Link</a>

## RECOMMENDATIONS FOR POOLED FUND 3.0

No.	Type	Challenge	Recommendation	Source	Link
1	<b>Government engagement</b>	Some governments do not have the resources to engage with the non-profit sector.	<ul style="list-style-type: none"> <li>· Create a grant window that supports MSP secretariats for new or underfunded Government Focal Points and their office, in partnership with local donors, for example.</li> </ul>	2019 Pooled Fund Annual Report	Page 52
2	<b>Government engagement</b>	Certain CSAs had challenges initiating or sustaining government engagement, particularly where their SUN Government Focal Point was absent or acting in an interim or provisional manner.	<ul style="list-style-type: none"> <li>· Grant only to countries with a Government Country SUN Focal Point in place.</li> </ul>	2019 Pooled Fund Annual Report	Page 49, 52
3	<b>Instability</b>	Elections can shift political focus away from nutrition policymaking, which affects the outcome of Pooled Fund projects and advocacy efforts.	<ul style="list-style-type: none"> <li>· Introduce a screening process that assesses political risks, particularly where election volatility threatens the success of the project.</li> </ul>	2019 Pooled Fund Annual Report	Page 53
4	<b>Instability</b>	The SUN Movement had an expectation to have “no one left behind” but there was no scoring criteria to prioritise fragile states in the grant selection process.	<ul style="list-style-type: none"> <li>· Calls for Proposals and oversight guidelines should be developed specifically for fragile states needs, taking into consideration their individual situations and risks.</li> <li>· High-risk grant applicants should be identified independently from other SUN Member States.</li> <li>· Relaxing the criteria for the entity-type as an award recipient.</li> </ul>	2019 Pooled Fund Annual Report; Country Liaison Team	Page 54
5	<b>Instability</b>	Fragile states require more technical assistance, in-person visitations, partner involvement, etc.	<ul style="list-style-type: none"> <li>· Allocate/arrange for special partnership with technical assistance providers for “on-demand” assistance and TA support structures in selected fragile states by predetermining which states would qualify and begin working on their needs.</li> </ul>	2019 Pooled Fund Annual Report	Page 54

No.	Type	Challenge	Recommendation	Source	Link
6	Sustainability	Certain INGOs work very well in supporting the CSA and even include CSA support in their corporate budgeting process from year to year. Other INGOs do not. There are common challenges with particular corporations.	<ul style="list-style-type: none"> <li>At the executive level, the SUN Movement reasserts its expectations from corporate partners regarding support for their networks.</li> </ul>	Virtual Missions	N/A
7	Sustainability	Certain CSAs and sub-national groups report low capacity to undertake the technical work related to resource mobilisation and resource advocacy.	<ul style="list-style-type: none"> <li>Focus on technical assistance provision that is specific to domestic resource mobilisation for institutional sustainability.</li> </ul>	Virtual Missions	N/A
8	Sustainability	Certain countries made a lot of progress under SUN Pooled Fund 2.0 but still need additional financial support to mature their networks.	<ul style="list-style-type: none"> <li>Continue supporting “promising networks” where possible, in the form of continuation grants or small grants.</li> </ul>	Country Liaison Team;	N/A
9	Sustainability	More donor/stakeholder mapping is required to identify additional sources of funding, particularly for decentralised network activities.	<ul style="list-style-type: none"> <li>Ask CSAs to develop a fundraising/sustainability plan before the end of their Pooled Fund project.</li> </ul>	15 October 2020 Learning4Nutrition Session	<a href="#">Link</a>
10	Strategy	The SUN Movement emphasises “country-led” solutions by prioritising grants to national non-profits. Not all CSAs have national non-profits as their chairing organisation.	<ul style="list-style-type: none"> <li>Design CFPs that permit only NGOs as eligible recipients and accept a higher level of financial risk.</li> <li>Enhance the corporate understanding with INGOs that sponsor or chair CSA to subgrant to local organisations and to budget at the corporate level to continue activities after the grant is over.</li> </ul>	2019 Pooled Fund Annual Report	Page 51



No.	Type	Challenge	Recommendation	Source	Link
11	Strategy	Some in-country networks MSP/CSN/SBN do not coordinate or cooperate effectively.	<ul style="list-style-type: none"> <li>· Create tripartite funding agreements or MOUs with Civil Society and the Government MSP Secretariat to incentivise cooperation.</li> </ul>	Virtual Missions	N/A
12	Strategy	Networks in some countries, especially fragile states, need general administrative support and capacity building.	<ul style="list-style-type: none"> <li>· Contract specific non-profit management/financial management in-country technical assistance.</li> <li>· Establish funding opportunities to support in-country network functionality.</li> </ul>	Virtual Missions	N/A
13	Strategy	In contrast, some in-country networks are highly functional and need funding to support a specific area of the national nutrition plan.	<ul style="list-style-type: none"> <li>· Establish funding opportunities to support in-country nutrition interventions where they have a policy-basis and where they incorporate sub-national stakeholders.</li> </ul>	Virtual Missions	N/A
14	Strategy	Some national CSAs and sub-national stakeholders had difficulty understanding the concept of a “sub-national MSP” and its function.	<ul style="list-style-type: none"> <li>· Improved learning and sharing between countries about the diversity of sub-national MSPs and what shape they take.</li> <li>· Support CSAs with the ability to travel to reach all nutrition stakeholders.</li> </ul>	11 September 2019 Learning4Nutrition Session	<a href="#">Link</a>
15	Strategy	Some CSA’s were unclear what was meant by “fund of last resort”.	<ul style="list-style-type: none"> <li>· Clarify definition in the CFPs and in onboarding sessions with grant recipients.</li> <li>· The criteria of “last resort” was later removed.</li> </ul>	26 February 2020 Session on Pooled Fund at the SUN Civil Society Annual Workshop in Abidjan	<a href="#">Link</a>
16	Administrative	The “Chair” of the CSA was not always clear.	<ul style="list-style-type: none"> <li>· Continue to require a list of chairing organisations and/or funding agents before beginning the selection process, ideally while the CFP is still being developed.</li> </ul>	2019 Pooled Fund Annual Report	Page 49

No.	Type	Challenge	Recommendation	Source	Link
17	Administrative	Some CSA's experienced difficulty collecting Letters of Support from their Government Focal Points	<ul style="list-style-type: none"> <li>Communicate this criteria in advance of subsequent CFPs in order for SUN Country Focal Points to anticipate the CSA request.</li> </ul>	26 February 2020 Session on Pooled Fund at the SUN Civil Society Annual Workshop in Abidjan	<a href="#">Link</a>
18	Administrative	At the beginning of the project, the team size was fixed, despite the rapid growth in the size of the projects. This led to delays until additional staff could be proposed to the funding board and recruited. Grant beneficiaries complained of frequent changes in their point-of-contact. Some grantees also received more consistent support than others based on availability of resources.	<ul style="list-style-type: none"> <li>Estimate the number of contracts and countries in the first year of the Pooled Fund 3.0 and staff accordingly.</li> <li>Scale up the team within the current structure or consider new roles (possibly communication and knowledge management) when certain conditions are met. Predefine those conditions.</li> <li>Roster short-term personnel or retainers to address peaks in workload, e.g., field photographers, grant financial report reviewing, development of communication materials.</li> </ul>	2019 Pooled Fund Annual Report	Page 47
19	Administrative	It was difficult to aggregate data into a single results framework that addresses the diversity of grantee contexts, yet provides a clear enough summary to report collectively.	<ul style="list-style-type: none"> <li>Tailor log frames for each CFP around specific subject areas of nutrition.</li> </ul>	2019 Pooled Fund Annual Report	Page 47

No.	Type	Challenge	Recommendation	Source	Link
20	Administrative	The CSN's technical assistance capacity was stretched to its limits and progress from MQSUN+ and TAN felt disconnected to the Pooled Fund or siloed.	<ul style="list-style-type: none"> <li>External TA and grant provision should act as two complementary approaches to shared objectives, which means both groups share data more effectively.</li> <li>sub-nationalise some components of technical assistance delivery.</li> </ul>	2019 Pooled Fund Annual Report	Page 48
21	Administrative	The sudden increase in the number of grant recipients also created a challenge for project M&E – there were too many beneficiaries to assess in the remaining time allotted for each project.	<ul style="list-style-type: none"> <li>Maintain an in-house M&amp;E team. Currently 1 Specialist and 3 Quality &amp; Assurance officers can cover almost as many countries as the SMS Country Liaison Team.</li> </ul>	2019 Pooled Fund Annual Report	Page 49
22	Administrative	The risk for conflict of interests during the granting process is high.	<ul style="list-style-type: none"> <li>Defer to SUN 3.0 Operations Group and UNOPS on a governance structure that lowers the risk of conflicts of interests.</li> </ul>	2019 Pooled Fund Annual Report	Page 50
23	Administrative	Many of the recipients most in need of grant support also had weak financial capacity, which generated delays in payments.	<ul style="list-style-type: none"> <li>Factor in additional time to onboard grant recipients and their banking needs.</li> <li>Work only with beneficiaries that have international banks.</li> <li>Open the possibility to grant to a reputable funding agent that supports the network in-country and has the financial capacity to manage grant reporting.</li> <li>Request quarterly financial reports that will be specifically designed for SUN Pooled Fund beneficiaries to better do the financial oversight on funds used.</li> <li>Invest in training on the reporting structure with beneficiaries.</li> </ul>	2019 Pooled Fund Annual Report	Page 50

## ANNEX 9: RECORD OF EXTERNAL COMMUNICATIONS

The following schedule lists formal external reports from the Pooled Fund since 2020.

No.	Ext. Communication Action	Delivery Date	Notes
1	<b>2020 Pooled Fund Work Plan</b>	20 February 2020	Presented at the <a href="#">1st Consultative Group meeting of 2020</a> and then to the SUN Executive Committee. Available <a href="#">here</a> .
2	<b>2019 Pooled Fund Annual Report</b>	30 June 2020	Circulated to the Pooled Fund Consultative Group. Available <a href="#">here</a> .
3	<b>Consolidated Monthly Updates</b>	30 April 2020 31 July 2020 31 October 2020	*Provisional based on the time of close-out for the project.
4	<b>Communication to beneficiaries on COVID-19 related extensions and top-ups</b>	29 April 2020 17 July 2020	Eligibility varied based on funding window, grant performance and/or needs assessment of the amendment request.
5	<b>Knowledge Management Webinar on the Pooled Fund</b>	1 October 2020	Hosted via the SUN Movement Secretariat with more than 40 participants and representatives attending.
6	<b>Pooled Fund Impact Paper</b>	23 October 2020	Attached as an Annex to the SUN Strategy 3.0. Available <a href="#">here</a> .
7	<b>Pooled Fund website launch</b>	10 November 2020	Circulated through direct email and featured in the SUN Movement Newsletter.
8	<b>Pooled Fund Evidence Package</b>	22 December 2020	Released to the Consultative Group members and observers. Available <a href="#">here</a> .

## ANNEX 10: RESOURCE MOBILIZATION FOR CSA ACTIVITIES, BY GRANTEE

**Output Indicator 2.2: Amount of fund mobilized by the SUN CSAs through other sources (other than SUN Movement Pooled Fund) in US Dollars**

Name of Countries (W1C2)	Amount Mobilized (\$)	Name of Countries (W1C4)	Amount Mobilized (\$)
Philippines	3,394	Cambodia	60,000
Cambodia	230,000	Cameroon	76,611
Pakistan	5,000	Kenya	6,000
Indonesia	130,000	Liberia	49,000
Burkina Faso	229,234	Namibia	95,000
Madagascar	164,823	Mali	48,042
Côte d'Ivoire	624,48	South Sudan	43,000
Mozambique	2,245,172	<b>Total (W1C4)</b>	<b>\$377,653</b>
Malawi	723,888		
Ethiopia	955,056		
<b>Total (W1C2)</b>	<b>\$4,749,015</b>		

**Output Indicator 2.3: Amount of additional funding (\$) raised by CSA (excluding grant) to address COVID-19 nutrition activities**

Namibia (W1C4)	5,500
Liberia (W1C4)	9,000
Ethiopia (W1C2)	150,756
<b>Total</b>	<b>\$165,256</b>

Date: 03 February 2022

Dear Donors of the Pooled Fund,

Subject: Interim Financial Report for the year 2021 as of 31 December 2021

We enclose the Consolidated Financial Report for Project No: 20162-004 - SUN Pooled Funds, which commenced in year 2018 and indicates project expenses as at 31 December 2021.

Enclosed find the following documents:

1. Interim Financial Statement Letter; Doc#1
2. Interim Financial Statement as of 31 December 2021; Doc#2
3. Interim Financial Statement as of 31 December 2021 with donors; Doc#3

If you have any question, please do not hesitate to contact UNOPS.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Peter KOMOL".

Peter KOMOL  
Head of Finance  
UNOPS, ECR Geneva Office

cc: Gerrtje Verburg  
Coordinator of the SUN Movement Secretariat  
SUN Movement

Dear Donor of the Pooled Fund,

**Subject: Interim Financial Statement**


We enclose the Interim Financial Statement for project 20163-004 - SUN Pooled Funds - Grants, which commenced in year 2017 and indicates the incurred expenditure as at 31/12/2021

We draw your attention to the following:

- a. Incurred expenditure and management fee: US\$ **17,954,915**
- b. Project advances: US\$ **0** and commitments: US\$ **8,247**
- c. Total funds received: US\$ **18,580,512** which includes interest earned: US\$ **267,390**
- d. Project Capitalised Asset: US\$ **0**
- e. Fund Surplus: US\$ **617,351**

If you have any question, please do not hesitate to contact UNOPS.

Yours sincerely,

Peter Komol  
Head of Finance   
UNOPS ECR Geneva Office



**INTERIM FINANCIAL STATEMENT**

**Project :** 20163-004 - SUN Pooled Funds - Grants  
**Partner(s):** 1672 - SUN Scaling Up Nutrition Movement  
**As on:** 31-Dec-2021

**Income:**

<b>Contributions</b>		
	2017	2,421,776
	2018	4,472,980
	2019	9,862,735
	2020	1,555,631
	2021	0
		18,313,122
<b>Interest</b>		
	2017	3,182
	2018	49,905
	2019	124,323
	2020	77,363
	2021	12,617
		267,390
<b>Miscellaneous Revenue</b>		
	2021	0
		0
<b>Total Income</b>	<b>A</b>	<b>18,580,512</b>

**Less: Project Expenses**
**Period-Years**

<b>2018</b>	Project(s) Expense	1,373,228
	Management Fees	96,126
	Net Exchange Gain/Loss	1,194
		1,470,548
<b>2019</b>	Project(s) Expense	4,872,507
	Management Fees	341,075
	Net Exchange Gain/Loss	612
		5,214,194
<b>2020</b>	Project(s) Expense	7,754,356
	Management Fees	542,805
	Net Exchange Gain/Loss	(1,367)
		8,295,794
<b>2021</b>	Project(s) Expense	2,780,171
	Management Fees	194,612
	Net Exchange Gain/Loss	(404)
		2,974,379
<b>Total Expenditure</b>	<b>B</b>	<b>17,954,915</b>

<b>Less: Project Advances</b>	<b>C</b>	<b>0</b>
<b>Less: Project Capitalised Assets</b>	<b>D</b>	<b>0</b>
<b>Project Cash Balance</b>	<b>A-B-C-D</b>	<b>625,598</b>
<b>Less: Actual Commitments</b>		
Commitments***	<b>E</b>	<b>8,247</b>
		<b>8,247</b>
	<b>A-B-C-D-E</b>	<b>617,351</b>

Notes:

\* All amounts are in USD. Transactions in non-USD have been converted to USD at the UN operational rate of exchange as on the date of the transaction.

\* This is an interim statement provided for information purposes only. Figures are not final.

\* The report includes fee projections for open period(s).

\* Project advances include operational advances, prepayments, petty cash, and any VAT payments to suppliers that have yet to be recovered.

\* UNOPS has provided advance financing (Amounting US\$ 0) to this project. The advance financing is not part of the reported figures. The advance financing amount will be recovered from next contribution.

Certified by:

Comment:



Peter Komol/ Head of Finance

Date:

Report run on: 03 Feb 2022

**20163-004 - SUN POOLED FUNDS - GRANTS**  
**FINANCIAL REPORT**  
**FOR THE PERIOD 1 JANUARY 2021 TO 31 DECEMBER 2021**  
**All Amounts in USD**

<b>Opening Balance as of 1 Jan 2021</b>	<b>18,567,895</b>
<b>Total Deposit Received</b>	<b>18,313,122</b>
Interest Income	267,390
<b>Total Income (A)</b>	<b>18,580,512</b>
<b>Expenditure</b>	
Disbursements	16,780,262
Net exchange gain/loss	35
Management Fee	1,174,618
<b>Total Project Expenses (B)</b>	<b>17,695, 915</b>
Project Advances <sup>1</sup> (C)	0
Project Capitalized Assets (D)	0
Project Commitments <sup>2</sup> (E)	8,247
<b>Ending Balance as of 31 Dec 2021; (F= A-B-C-D-E)</b>	<b>617,351</b>

## Notes:

1: Project advances include operational advances, prepayments, petty cash, and any VAT payments to suppliers that have yet to be recovered.

2: The statement is prepared in accordance to IPSAS reporting requirement, the reported figure under commitment is for information and it discloses only the expected utilization of project funds as of the reporting period, these commitments are not charged as an expense until the goods are delivered or services rendered.



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