



SUN Movement Pooled Fund Workplan & Budget

1 January – 31 December 2020

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About this Workplan

This workplan of the Scaling Up Nutrition (SUN) Movement Pooled Fund (the “Pooled Fund”) covers the period 1 January – 31 December 2020. It has been compiled jointly by the SUN Movement Secretariat and by the United Nations Office for Project Services (UNOPS). This workplan is to inform key stakeholders on the key achievements made possible through the Pooled Fund in 2019, and 2020 milestones. It is also intended to be an accompanying guide through the transition period from Phase 2 to Phase 3 of the greater SUN Movement.

Pooled Fund Team values its continued service to the SUN Movement and its grant beneficiaries. It is responsible for delivering on the promises of Phase 2 and informing the process leading to Phase 3 of the SUN Movement. With this in mind, the following workplan dedicates a significant proportion of 2020, and possibly 2021, to allow sufficient time to both responsibilities.

The SUN Movement Secretariat and UNOPS have submitted a formal request for a 12-month extension of the Pooled Fund to the Consultative Group at the time of this document’s release. The recommendation from the Consultative Group on this extension of the Pooled Fund will be presented for endorsement to the SUN Movement Executive Committee at their retreat on March 10-12, 2020. We hope that in reading this 2020 workplan, you will see the multitude of opportunities that the Pooled Fund has, and will, offer in the coming months.

Sincerely,

The Pooled Fund Team



Children look at native and nutritious food options in Bangladesh, Concern International, Window I - Cycle I grant recipient.

About the Pooled Fund

Origins

In the context of the second Strategy and Roadmap (2016-2020) of the Movement the [SUN Movement Pooled Fund](#) (the “Pooled Fund”) was established in 2017 as a source for funding to support Multi-Sector/Stakeholder Platforms in SUN Countries to increase the effectiveness and impact of national efforts to end malnutrition in all its forms. Hosted by the United Nations Office for Project Services (UNOPS), the Pooled Fund is coherent with the SUN Movement Strategy and Roadmap (2016-2020) and integrated with the broader SUN Movement stewardship arrangements and processes at national and global levels. UNOPS administers the grants and funding from the governments of the following supporters: Canada, Germany, Ireland, Norway, Switzerland, the European Commission, and the United Kingdom. The total estimated budget available in the Pooled Fund is today approximately USD 18.5 million, a 516% increase from the program’s original go/no-go milestone of USD 3 million.

Purpose

The Pooled Fund grants are to promote engagement of additional relevant actors in the implementation, monitoring, and evaluation of multi-sectoral and multi-stakeholder national plans for nutrition, at national and sub-national level. In particular, the SUN Movement Pooled Fund supports catalytic and innovative projects which contribute to the achievement of the strategic objectives of the SUN Movement and national plans to scale up nutrition and which reinforce in-country capabilities of all stakeholders in SUN Countries.

Funding Scope

To achieve its objectives, the Pooled Fund has two primary areas for work, and thus two Windows for funding.

Window I

Window I: 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 scale up nutrition plans.

The objective of Window I of the SUN Movement Pooled Fund is to catalyze the organized participation of additional in-country stakeholders in the national planning, implementation, monitoring, and evaluation of multi-stakeholder plans for nutrition. It funds the engagement of non-governmental actors to contribute to multi-stakeholder platforms for nutrition.

The grant beneficiaries of Window I are registered civil society organizations that support the start-up or expansion of national SUN Civil Society Alliances (CSAs), national SUN Business Networks (SBNs), and/or other partner networks to participate in the multi-stakeholder platform (MSP). Grant beneficiaries then accelerate progress and contribute to multi-stakeholder platforms to scale up nutrition.

Window I Quick Stats

- As of December 2019, the Pooled Fund Team is supporting 38 national civil society alliances by working through 40 different implementing national and international organizations.*
- This was achieved via 2 different rounds of competitive proposals.

- The Pooled Fund will add 13 preselected entities in 2020 and proposes 2 additional recipients in 2021 that focus specifically on national SUN business networks and their role in coordination activities and contribution to joint implementation of national nutrition plans.

**Note: the difference in the number is because the civil society alliances in some countries (such as Sudan) have been supported through more than one organization.*

Window II

Window II: Strengthening Multi-Stakeholder Platforms and improvement of their performance at national and especially at subnational level and collaboration across key areas, via sharing and learning, to increase impact.

The objective of Window II grants is to strengthen linkages and joint collaboration within the Multi-Sector/Stakeholder Platform at both the national and sub-national level. Grant support will improve the delivery of multi-sectoral nutrition activities that impact nutrition outcomes for nutritionally vulnerable groups including: women, girls and adolescents, and communities at the local level. Projects under this window should aim to achieve the transformation of national and sub-national nutrition policies into concrete actions. Projects should demonstrate innovative ways of working at decentralized level-with potential for scalability in other districts/regions.

Projects funded by Window II are coupled with capacity building and other learning activities to reinforce in-country capabilities of all stakeholders in SUN Countries, including peer-to-peer learning, training combining face-to-face and distance learning, and coaching.

Window II Quick Stats

- As of December 2020, 12 projects are awarded under this Window.
- Via 1 round of competitive proposals.
- This round attracted the highest number of applications (56 proposals prior to deadline).
- 2 beneficiaries are UN agencies, partnering with local agents.
- 2 beneficiaries are government entities, expanding or piloting various MSP projects.
- Remaining 8 beneficiaries are national and international organizations supporting civil society alliances in promoting multi-sectoral interventions.

Governance

UNOPS hosts the SUN Movement Pooled Fund (as it does for the SUN Movement Secretariat) and donors enter into bilateral legal agreement with UNOPS. The Pooled Fund sits under the same governance and the same UNOPS hosting terms applied to the SUN Movement Secretariat.

The Consultative Group is made of donors to the Pooled Fund (Germany, Switzerland, the United Kingdom, Ireland, Norway, Canada and the European Commission) and representatives of the SUN Networks. It provides direction on the use and strategic direction of the Pooled Fund. They are called upon and convened on how to best use the pooled funding and to ensure that the programme is fitting the original vision of the project. The Coordinator of the SUN Movement is the chair of the Consultative Group.

The Executive Committee is a component of the overall SUN Movement stewardship. It provides strategic oversight and overall guidance to the SUN Movement Pooled Fund and ensures that it is oriented as one of the instruments of support to the SUN Movement. It endorses the workplan and budget of SUN Movement Secretariat and Pooled Fund.

On an annual basis, the SUN Movement Coordinator updates the Executive Committee on the current strategy and its implementation; and proposes possible adjustments to the SUN Movement pooled fund strategy to ensure its best support to the SUN Movement.

The team administering the Pooled Fund (Pooled Fund Team) is composed of a Pooled Fund Coordinator, one Grants Officer, one Grants Analyst, one M&E Specialist and three regional Monitoring & Quality Assurance Officers. It relies on external support on specific tasks (such as the review of reports) depending on the volume of work.

Grants Management

Support to Civil Society Alliances

Scope

The Pooled Fund Team launched two Call for Proposals (CFPs) under Window I in June 2018 and February 2019, respectively. The objective of the two CFPs was to support national Civil Society Alliances (CSAs) and their activities to strengthen participation in the national Multi-Stakeholder Platform (MSP) and ensure a coordinated, aligned and effective national response to malnutrition. Projects included activities at both the national and/or subnational level, according to what the applicants saw as realistic for their context and organizational capacity.

Window I beneficiaries selected output and activities that fell within the Pooled Fund Results Framework.

- *Outcome 1 (MEAL Reference: SMART Planning & Legislation): The grantee SUN Countries have SMART, costed, multi-stakeholder, multi-sectoral Nutrition Plans in place.*
- *Outcome 2 (MEAL Reference: Financial Resourcing): International and domestic resources are better mobilised to finance national nutrition plans.*
- *Outcome 3 (MEAL Reference: Effective Implementation and accountability): The SUN Country CSA is on track in implementing their nutrition commitments and are making a demonstrable contribution to reducing malnutrition at sub-national levels.*
- *Cross Cutting Operational Activities: These included sustainability activities, civil society organisation mapping and other core CSA membership activities.*

The first CFP established the oversight and scope of grant making activities, including establishing new CSAs. The second CFP focused on existing CSA's and prioritized countries who had not previously benefited from a Pooled Fund grant. Since the focus shifted more towards existing CSA's, the Grant Selection Committee preferred proposals that "demonstrate the use of partnerships" and "strengthen collaboration at country level between different networks through joint planning and collaboration on concrete activities."

CSA Support At-A-Glance

- CFP Reference: Window I – Cycles I & II.
- USD 7.1 million for 41 grants.
- Cycle 1- 21 grants from 19 SUN countries.
- Cycle 2 - 19 grants from 19 SUN countries.
- Approximately USD 200,000 per award.
- Approximately 18 months project periods.
- Reaching a total of 38 SUN countries.
- Funding 34 different NGOs and INGOs.

Activities & Milestones

The major activities for 2020 with respect to the Civil Society Alliance are the final close-outs of Cycle 1 grant recipients, interim reporting for Cycle II, and the final close-outs for Cycle II grant recipients.

It is a strenuous endeavour to review roughly 21 final reports (Cycle I), 40 interim and final reports (Cycle II), the consolidated WFP report for the SUN Business network ([See: Support to Multi-Stakeholder Platforms](#)), and 12 interim reports for Window II.

UNOPS has a Grants Officer, a Grants Analyst, and an on-demand Grants Analyst retainer as resources for this task. However, it is necessary to extend the overall timeline of the Pooled Grant programme so that staff remains to review and close any late Cycle II final reports.

Challenges

At the beginning of 2018, it was still difficult to reach the minimum annual budget of the Pooled Fund that would ensure efficiencies of the project and economies of scale. As such, donors agreed that the project's calls for proposals phase would not commence until after the cumulative value of all signed project agreements equalled or exceeded an agreed minimum annual budget milestone. The contribution of Canada from March 2018 facilitated the attainment of the minimum annual budget amount and therefore, it was possible to launch the 1st Call for Proposals in May 2018.

Another major challenge to the Civil Society grants centered around technical assistance. According to the *Pooled Fund Project Agreement*, the Civil Society Network would "provide[] technical assistance and training to CSAs...in collaboration with the M&E Specialist." Unfortunately, not all requests received in 2018-9 could have been processed in a timely manner. The Secretariat together with UNOPS will focus on addressing this issue in Phase 3.0 of the SUN Movement, with the objective of efficaciously connecting all requests with technical assistance providers while using more potential from the SUN Networks. This is the priority for the Pooled Fund Team and cannot be accomplished alone. It would require forming clear connections between existing technical assistance models such as [Technical Assistance for Nutrition Project \(TAN\)](#), joint-investment from UN agencies in national-level partnerships, and regional training opportunities to the line staff of key national NGOs.

Finally, the process of finalization of grant agreements with grantees awarded in Call for Proposals were very lengthy due to difficulties related to bank accounts and transfer of funds in certain countries, and in the cases of Sudan or with the West African Franc, delays running remittances. These difficulties delayed the start of implementation of several projects. These issues occurred in both grant cycles. As a mitigation measure, the Pooled Fund Team factored additional time to onboard grant recipients and increased the initial payout upon the grant recipient's request. The risk with delays primarily lies with the second cycle of grants to CSAs – a non-cost extension to the Pooled Fund programme would allow select grantees to complete all the project activities and allow the UNOPS staff more than 30 days to process their final reports.

A common difficulty to all international grant-making relates to the financial capacity of the grant recipient and the political context in which they find themselves. For example, the revolution in Sudan appears to have upended the Civil Society Alliance. Other grant recipients lost the support of their government, which made the activities, such as political advocacy for nutrition, extremely difficult.

Support to SUN Business Networks

Scope

With additional funding to the Pooled Fund, the Consultative Group decided in 2019 to support action in 13 SUN countries to catalyze and expand private sector engagement and investment on nutrition via the [SUN Business Network \(SBN\)](#). Support to the SBN falls under Window I of the Pooled Fund, as they are "in-country non-state stakeholders." Projects will start in the first quarter of 2020, with the possible addition of 2 new projects in 2021.

The funding under this cycle will support action in SUN countries to catalyze and expand private sector engagement and investment on nutrition via the SUN Business Network. It will help to increase local capacity to bring the private sector on board around nutrition and expand its awareness of how it can contribute to the national nutrition agenda in a sustainable manner. Emphasis will be placed on leveraging national SBNs to clearly define the roles and responsibilities of business within governments' nutrition strategies and explore collaborative mechanisms that hold all stakeholders accountable. Under this cycle, the SUN Business Network will also work with stakeholders to further define and test opportunities for inter-network collaboration and convergence. Funds will be provided to two types of SUN Countries, those with an operational SBN and those that are in the process of establishing an SBN. The outputs and assistance to either operational or new national SBNs would be tailored accordingly. Across all platforms and SBN stages, a focus will be placed on mobilization of local companies, especially small and medium Enterprises, which require extensive support to act and invest in nutrition.

SBN Support At-A-Glance

- CFP Reference: Window I – Cycles III.
- USD 3 million for 13 grants.
- Administered by the network secretariat co-host, the World Food Programme.

Activities & Milestones

The World Food Programme (WFP) will give support to the SUN Business Network (SBN) in 2020 through a sub-grant from UNOPS. As the co-chair of the network, WFP will submit an interim report of the cycle's preliminary results in October 2020. If a no-cost extension to the Pooled Fund programme is approved, WFP will be required to submit additional reports and will add two remaining countries in need of SBN support in 2021.

Challenges

The Pooled Fund Team faces a major challenge with the 11-month implementation period for SBN support. Because of the delay in the finalization of the agreement between the European Commission and UNOPS, the start of activities had been postponed by 6 months (from July 2019 to February 2020). The description of activities and the total budget (USD 3,068,162) allocated to this funding opportunity has been revised to respond to the different timeline of implementation and actual country needs. This revision has resulted in a reallocation of the funding across countries and the inclusion of El Salvador, Sri Lanka, and Tanzania and the removal of Kenya, Malawi in 2020 due to availability of funds through other donors. While the total budget has not changed, it has been adjusted to a timeframe of 11 months in 2020 (February – December) for USD 2,147,712 which, based on past experiences with Cycle I - Civil Society Support, is not enough time to make the activities sustainable beyond the grant period. Should the Consultative Group decide on the extension of the current Pooled Fund till December 2021, UNOPS will extend the project until June 2021 and increase the budget of USD 920,450 to reach the total financial envelope allocated to this work.

Support to Multi-Sectoral Platforms

Scope

The first Call for Proposal (CFP) under Window II directly addresses strengthening of Multi-Stakeholder Platforms to deliver impact at sub-national level. The Pooled Fund Team closed the CFP in July 2019. The wider eligibility criteria and the popularity of the Pooled Fund made this CFP the most competitive Pooled

Fund grant to date. The 12 awarded projects were developed by the local Multi-Stakeholder Platform, under the direction of the SUN Movement Country Focal Point. Each project prioritized (through a format of sub-grants, formal, and in-formal partnerships) activities at the sub-national level. Beneficiaries selected goals in their respective national nutrition plan and are building collaboration and partnership among the members of the local Multi-Stakeholder Platform to scale-up efforts at the provincial level.

The Pooled Fund Team intended for beneficiaries of the Multi-Sectoral Platform support to be specific, clear, and limited with their activities. The activities needed to make sense to the countries national nutrition priorities through a sustainable network of local partnerships. In lieu of an overarching Pooled Fund Results Framework, the Pooled Fund Team outlined “thematic areas,” written in Results-Based Measurement language, in order for beneficiaries to develop original logic frameworks. These thematic areas are:

- *Theme 1: Improvement to Maternal and Child Health and Nutrition through multi-sectoral nutrition interventions. Supporting SUN countries in implementation of nutrition activities both specific and sensitive that contribute to the improvement of maternal and child health and nutrition. This theme encourages activities at a localized or decentralized level.*
- *Theme 2: Promote Ownership and Capacity Strengthening of Multi-Sector/Stakeholder Platform at decentralized level. Supporting both tested and innovative approaches for building and strengthening domestic capabilities.*
- *Theme 3: Strengthening of Sharing & Learning Supporting activities focused on sharing and learning twinning between the members of the Multi-Stakeholder Platforms from different SUN Countries or from different districts/regions within the same SUN Country.*

MSP Support At-A-Glance

- CFP Reference: Window II – Cycles I.
- USD 3.4 million for 12 grants.
- Approximately USD 300,000 per award.
- Approximately 12 months project periods, reaching a total of 12 SUN countries.
- 2 UN agencies, 2 governments, and 9 civil society beneficiaries.

Activities & Milestones

The Window II - Cycle I beneficiaries have been the primary preoccupation for the Pooled Fund Team in early 2020. The Pooled Fund Team’s main activities in 2020 will be conducting field visits to the 12 beneficiaries and reviewing interim reports for the 2nd milestone payment in June/July 2020 and final reports that the beneficiaries will delivered by the end of December 2020 (however we shall expect several requests for extension due to a short implementation period for a relatively high budget and complex project).

Challenges

There have been several challenges related to the launch and implementation of Window II - Cycle I support to Multi-Stakeholder Platforms. The Pooled Fund Team took longer than usual to select and award the new beneficiaries. When the Call for Proposal closed, the Team had lost its Monitoring & Evaluation Specialist and it was addressing problematic interim reports and payments from Cycle’s I & II. With only two staff members and a retainer, Pooled Fund Team also defined and processed top-ups to the contracts of Cycle I recipients while hiring new team members. Beneficiaries initiated projects in November/December 2019. There were several recipients who preferred to begin their projects on 1

January 2020. In conclusion, the Window II - Cycle I beneficiaries require more than 12 months to sustainably achieve their objectives therefore, even if projects are scheduled to end on 31 December 2020, we should expect requests for extension of the projects. Pooled Fund Team recommends to consider a no-cost extension of Window II projects until June 2021 to allow a successful implementation of the activities.

Additionally, it is necessary to extend the overall timeline of the Pooled Grant programme so that staff remains to review and close Window II - Cycle I final reports. The beneficiaries need at least 60 days to produce their final reports. The Pooled Fund Team needs at least another 60 days to review, close-out, and reconcile remaining reimbursements.

Monitoring and Evaluation

Scope

The Pooled Fund recognizes the importance of on-the-ground field monitoring and evaluation. It was incorporated into the project as a direct response to the [Independent Evaluation of the Multi-Partner Trust Fund \(MPTF\)](#), that “the extent and quality of programme and financial monitoring was limited” in the Pooled Fund’s programmatic predecessor (p. 31). The Pooled Fund Team aims to visit each beneficiary where safety and feasibility allow. The Team prioritizes grant recipients with low financial capacity, concerning reports, or where the Assistant Secretary General is anticipating to visit. The Monitoring & Evaluation Specialists conduct financial spot checks, verify the authenticity of programmatic reports, facilitate communication between the SUN Movement Secretariat and high-level visitors, and provide technical assistance on the beneficiary’s M&E needs.

In addition to debriefing the grant recipient, M&E Specialists also disclose their findings to the SUN Movement Secretariat, as recommended in the [Independent Evaluation of the Multi-Partner Trust Fund \(MPTF\)](#) (p. 60). Each presentation contains information on the interim activities and results of the project but also on the status of the Multi-Sectoral Platform and on the national Civil Society Alliance. This exercise provides valuable information on the structure of the MSP (or the MSP under another title) such as where the MSP appears to function well with civil society and where the MSP appears to exist as a formality only. Finally, the field visits have shown that the political contexts are constantly shifting, even in countries with good performance in the field of nutrition. Depending on the national context, continued support for either core CSA functions or nutrition activities is essential.

The Pooled Fund Team has visited 16 beneficiaries in a period of 14 months. Field visits to grant recipients typically combine 2-3 countries per trip. Over time, this practice has reduced the costs of monitoring and evaluation. Travel costs have averages USD 4,000 per country. Grouping the Monitoring & Evaluation field visits also reduces the carbon footprint of each visit.

Activities & Milestones

1. *Divide among 4 staff members the remaining field visits for Window I - Cycle II and Window II - Cycle I countries, a total of 30 visits in the remaining 9 months (April 2020 - December 2020). This requires finalizing the recruitment and onboarding of the Monitoring & Evaluation Specialist (Geneva) and 3 Monitoring & Quality Assurance Specialists (Addis Ababa, Abidjan, & Dhaka).*
2. *Increase visibility of the Pooled Fund Project, beneficiary best practices, and lessons learned at regional nutrition events. There are a total of 4 regional workshops and 1 global summit. The Pooled Fund Team can commit to attend at least 2 regional visits, and leverage additional events with the SUN Movement Secretariat’s policy staff.*
3. *Triangulate technical assistance, lessons learned, and key results to SUN Movement Secretariat, UNOPS, the SUN Movement Coordinator, and SUN Network partners.*

The Pooled Fund Team will support beneficiaries by creating *a direct line of communication* to the SUN Movement Coordinator in advance of official visits. The Team will also provide advisory support for the SUN Movement Coordinator’s 2020 Travel Schedule to an estimated 10 beneficiary countries for the greatest impact.

Challenges

Initially, the Pooled Fund Monitoring & Evaluation Specialist was tasked with visiting each beneficiary country. However, the number of beneficiaries quickly increased from 21 to 40 in one year alone. In June 2019, the Consultative Group approved a budget revision to allocate the savings from partial or delayed recruitment in order to hire 3 local Monitoring & Quality Assurance contractors. Since these positions

require specialized skill sets, frequent travel, and gender balanced recruiting, it has required additional time to fill these vacancies and redirected the Pooled Fund Team away from other responsibilities.

The timing of the projects also affects the field visits. In order to have the most impact, it is important for the Pooled Fund to time the visits when the project is underway. Correct timing allows the Pooled Fund Team to see a variety of financial documentation and internal controls at use. It also allows the team member to connect the grant recipient to key in-country partners and facilitates frank conversations with the grant recipient on budget revisions. Since there were 3 different cohorts of grants issued in a 24-month timeframe, the number of site visits must increase significantly in 2020.

Multi-Sectoral Plan for Nutrition & Food Security (PSMSAN) Costing Meeting,
July 2019, Burundi



Communication and Visibility

Scope

The Pooled Fund has developed into a larger grants program with multiple, competitive Call for Proposals (CFP), several different funding scopes, and a plethora of beneficiaries working hard to scale up nutrition. The project demands written translation of reports, CFP, and M&E products. The richness of information from the field visits deserve to be showcased and transferred to inform the SUN Movement Secretariat and network of future interventions and partnerships. The visibility of the Pooled Fund management is aligned with the visibility plan of the SUN Movement Secretariat, while Pooled Fund beneficiaries are encouraged to use their native branding and the SUN Movement logotype. This year will be the busiest for Pooled Fund communications; the Team's specific workplan objectives and activities are listed below:

Activities & Milestones

1. *Further develop knowledge about optimal use of the Pooled Fund as catalytic to nutrition impact, systemic change and scaling up of successful interventions:* The Pooled Fund team will release at least 12 different social media or newsletter stories related to the SUN Movement Pooled Fund project beneficiaries (approximately one release monthly). In this way, the Pooled Fund Team will showcase human interest stories and project photos on SUN Movement's social media.
2. *Complete and release the 2019 SUN Movement Pooled Fund Annual Report in June 2020.* The Pooled Fund Team will schedule a proof-reader and translators for 2019 SUN Movement Pooled Fund Annual Report.
3. *Launch a comprehensive project [webpage](#) in the [SUN Movement website](#) for project archives & knowledge-sharing and capability development.* The Pooled Fund Team, in conjunction with the SUN Movement Secretariat's communication team and its vendors, will finalize proof and initiate work on a more robust SUN Movement Pooled Fund website.
4. *Incorporate SUN Movement Pooled Fund project into at least one 2020 regional/global conference (schedule and format to be determined with the SUN Movement Secretariat).* The Pooled Fund Team will collaborate with the SUN Movement Secretariat and partner network to identify opportunities for additional visibility at regional/global SUN Movement events.

Challenges

The key challenge for communications and visibility for the Pooled Fund project in 2018 and 2019 was due to finalization and receipt of results from projects. The Pooled Fund Team is now finalizing the results of the first set of beneficiaries. As their projects come to a close, the Pooled Fund Team aspires to communicate those results and lessons learned to a wider audience. Since an additional grants officer joined the Pooled Fund Team in October 2019, and since additional M&E staff members will join in March 2020, the Pooled Fund Team will make use of its human resources to package the content for the Pooled Fund website. This will address the concern of underspending, increase visibility of the Pooled Fund and its beneficiaries, and continuously inform network partners who are interested in supporting in-country actors after the grant activities are over. Finally, a no-cost extension to the Pooled Fund programme would allow the Team to share the final results of the SUN Business Network and Multi-Sectoral Stakeholder Platform support in early 2021.

Looking ahead: Phase 3 of the SUN Movement and of its Pooled Fund

The second half of 2020 and to a large extent 2021 are anticipated to be transitional years with a strong focus on consolidation, reflection and re-orientation towards the outcomes of the Strategic Review process and transition to Phase 3 of the SUN Movement. The Pooled Fund Team together with the SUN Movement Secretariat are dedicated to organizing and managing the process to ensure the Movement's Pooled Fund is used as effectively as possible to extract and disseminate learnings from its Phase 2 activities, reflecting on country needs which would warrant some form of Pooled Fund mechanism (2020), and pilot activities to start steering the Movement towards the objectives set forth in the third phase strategy (2021). In particular, in 2020 and in 2021, it will be important to:

1. Determine the extent to which the Pooled Fund is proving catalytic for actions to scale up nutrition in-country, with specific attention on its contribution to the country multi-stakeholder platforms, and on its contribution to strengthening the sustainability of country governance processes and activities.
2. Ascertain the opportunities and limitations that the Pooled Fund has in supporting the achievement of the objectives set forth in the third phase strategy.
3. Propose with the carry-over funds 1-2 pilot activities for 2021 aligned to the Phase 3.0 direction which will be used to explore the feasibility of actions contributing to implement the vision of SUN 3.0
4. Implement the decision that will be taken on the future of the Pooled Fund

Request for extension (31 December 2021)

The end date of the Pooled Fund program is 31 December 2020. This date coincides with the end of Phase 2 of the SUN Movement and, at the same time, the end of grant beneficiary activities. Following the decision by the Lead Group on 24 September 2019 to proceed with Phase 3 of the SUN Movement, the outcomes of the Strategic Review and the anticipated transition process, it is requested that the current Pooled Fund (with UNOPS as the hosting agency) is extended until 31 December 2021.

This extension will ensure a successful implementation and smooth completion of all Pooled Fund grants, enough time for the Pooled Fund Team to close the projects, collect results and harness lessons learned and at the same time it will allow sufficient time to accompany the visioning process of a possible new Pooled Fund contributing to SUN 3.0, and accompany its transition.

Reasons to consider an extension of the overall project timeframe:

1. The initial Pooled Fund workplan, management structure, and number of grant beneficiaries was originally designed for a USD 3 million project. The Pooled Fund is now valued at USD 18.5 million (an increase of 516%). Moreover, the contributions occurred incrementally over a 3-year period, which gradually changed the volume of beneficiaries and their subsequent monitoring activities.
2. National and subnational engagement takes time. Pooled Fund beneficiaries are civil society organizations working in difficult contexts (Window I Cycles I and II), business networks (Window I Cycle III) or government or other stakeholder leading multi-stakeholder coordination processes (Window II Cycle I) towards concrete outcomes. The nature of the project requires forming relationships with both large and small governing bodies during conflict, election turnover, and natural disasters.

3. In order to make the most of the project period, the latter iterations of Pooled Fund beneficiaries are running operations up to the end of 31 December 2020. Additional time is required to successfully complete the projects, close-out, troubleshoot, verify, and disseminate results back to the SUN Movement.
4. This extension will also give the Pooled Fund Team time to transition into support structures for Strategy 3.0 of the SUN Movement and may be used to test one or two pilot projects implementing the outcomes of the Lead Group deliberations towards a 3.0 Strategy and Roadmap (see point 4 in the above section).

Pooled Fund Budget

The multi-year budget of the Pooled Fund has been revised taking into account the total funding received from donors (USD 18,492,918), realized expenditures for 2018 and 2019 financial year, some adjustments to the provisions in 2020 and a provisional budget for 2021. Thanks to several cost savings especially on “Personnel” against the initially approved budget, it is possible to extend the Pooled Fund till December 2021 with an additional cost for managing it of USD 272,600. The fee that UNOPS charges as indirect costs is at 7%.

Taking into account the cost of this extension till December 2021, **the current budget balance available for grants is of approximately USD 1.2 million**. The Pooled Fund Team suggests to refrain from using this balance to top up any of the ongoing grants, but to rather wait for the outcome of Strategic Review deliberations (Executive Committee's recommendations to Lead Group) and submit 1-2 pilot projects to the Pooled Fund Governance for 2021, used to explore how to best support the priorities of SUN 3.0 in countries, keeping the catalytic and last-resort nature of the pooled fund as overall principles.

(Please refer to “*Revised Budget*” in Annex to this document).

Pooled Fund Funding

The Pooled Fund Windows are funded thanks to generous contributions from the following donors: the governments of Canada, Germany, Ireland, Norway, Switzerland and the United Kingdom, and the European Commission. The total funding amounts at approximately USD 18.5 million. The end date of most of these contributions is end of December 2020 - with an extension of the Pooled Fund, these agreements will be extended as well.

(Please refer to “*Donors Contributions*” in Annex to this document).

Annex: List of SUN Pooled Fund Countries and Grantees

Window I Cycle I (Grant value: USD 3.4 million, Total number of grantees: 21)	
Bangladesh	Concern Worldwide
Benin	Alliance de la Société Civile pour l'Intensification de la Nutrition au Bénin
Burundi	Concern Worldwide
Cameroon	Helen Keller International
Chad	Alliance Sahélienne de Recherches Appliquées pour le Développement Durable
El Salvador	Centro De Apoyo De Lactancia Materna
Ghana	Hunger Alliance of Ghana
Kyrgyzstan	Alliance of Civil Society for Nutrition and Food Security
Liberia	Action Against Hunger
Mali	Centre Sahélien de Prestation, d'Etudes, d'Ecodéveloppement et de Démocratie Appliquée
Myanmar	Save the Children
Namibia	Synergos Namibia Trust
Nigeria	Civil Society Scaling Up Nutrition in Nigeria
Papua New Guinea	Save the Children
Senegal	Eau Vie Environment
Somalia	Peace Action Society Organization for Somalia
Somaliland	ANPPCAN-SOM
South Sudan	Cooperative for Assistance and Relief Everywhere International, Inc.
Sri Lanka	World Vision Lanka
Sudan	Addition for Disasters Assistance and Development
Sudan	Talawiet Organization for Development
Window I Cycle II (Grant value: USD 3.7 million, Total number of grantees: 19)	
Afghanistan	Action for Development
Burkina Faso	Réseau de la Société civile pour la Nutrition Burkina Faso
Cambodia	Helen Keller International
Côte d'Ivoire	Action Contre La Faim
Ethiopia	Save the Children
Guinea (Republic of)	Conseil National des Organisations de la Société Civile
Indonesia	Nutrition International
Kenya	Nutrition International

Madagascar	Action Contre La Faim
Malawi	Civil Society Organizations Nutrition Alliance
Mozambique	Helen Keller International
Nepal	South Asia Infant Feeding Research Network
Niger	Collectif TUN (Tous Unis pour la Nutrition)
Pakistan	Nutrition International
Peru	Cooperative for Assistance and Relief Everywhere International, Inc.
Philippines	International Institute of Rural Reconstruction
Tanzania	Partnership for Nutrition in Tanzania
Zambia	Civil Society Scaling Up Nutrition
Zimbabwe	Zimbabwe Civil Society Organisations Scaling Up Nutrition Alliance
Window I Cycle III (Grant value: USD 2.1 million, Total number of grantees: 13)	
Bangladesh	The Global Alliance for Improved Nutrition
Cambodia	World Food Programme
Côte d'Ivoire	World Food Programme
El Salvador	World Food Programme
Ethiopia	The Global Alliance for Improved Nutrition
Lao PDR	World Food Programme
Nigeria	The Global Alliance for Improved Nutrition
Madagascar	World Food Programme
Pakistan	The Global Alliance for Improved Nutrition
Senegal	World Food Programme
Sri Lanka	World Food Programme
Tanzania	The Global Alliance for Improved Nutrition
Uganda	World Food Programme
Window II Cycle I (Grant value: USD 3.4 million, Total number of grantees: 12)	
Bangladesh	The Global Alliance for Improved Nutrition
Costa Rica	Food and Agriculture Organization
Ethiopia	Ministry of Health
Guatemala	Fundacion De La Caficultura
Kyrgyzstan	Alliance of Civil Society for Nutrition and Food Security
Malawi	Civil Society Organizations Nutrition Alliance
Nigeria	Civil Society Scaling Up Nutrition in Nigeria

Senegal	World Food Programme
Sierra Leone	FOCUS 1000
Tanzania	The Global Alliance for Improved Nutrition
Vietnam	Save the Children
Zambia	National Food and Nutrition Commission

Annex: 2018 – 2020 Pooled Fund Donors Contributions

Donors to the Pooled Fund	Contribution (USD)	Contribution - as per Legal Agreement (Local Currency)	End Dates of Donor Agreements
Switzerland	\$3,999,900.00	\$4,000,000	31-Dec-20
Ireland	\$2,081,866.95	EUR 1,200,000	1-Dec-18
		EUR 600,000	19-Dec-20
Canada	\$794,913.00	CAD 1,000,000	31-Dec-19
Norway	\$2,634,351.95	NOK 22,500,000	31-Dec-20
United Kingdom	\$2,912,177.33	GBP 2,250,000	31-Dec-20
Germany	\$1,590,909.09	EUR 1,400,000	31-Dec-20
European Commission	\$4,478,800.00	EUR 4,000,000	31-Dec-20
TOTAL	\$18,492,918.32		

Annex: 2018 - 2021 Pooled Fund Revised Budget

**Version: February 2020 for approval by Consultative Group*

SUN Movement Pooled Fund Revised Budget 2018-2020 - USD (version February 2020 for approval by Consultative Group)*								
BUDGET ACCOUNTS	2018 - 2020 USD Provisional; Budget - June 2019 version approved by Consultative Group	2018 - 2021 USD Provisional Revised Budget - Feb 2020 version (for approval by Consultative Group)*	USD Realized Budget Year 1 (2018)	USD Realized Budget Year 2 (2019)	USD Provisional Budget Year 3 (2020)	USD Provisional Budget Year 3 (2021) - pending approval on extension	USD TOTAL Provisional Budget (2018-2021)	Estimated balance by 31.12.2021
Grants Window I Cycle I (CSAs)	3,340,000	3,383,751						
Grants Window I Cycle II (CSAs)	3,800,000	3,758,393						
Grants Window II Cycle I (MSPs)	3,000,000	3,376,261	1,053,954	4,338,492	6,936,060	337,627		
Grants Window I Cycle III (SBNs)	-	3,068,162				920,435		
Available budget for grants	36,625	1,323,054						
GRANTS	10,176,625	14,909,621	1,053,954	4,338,492	6,936,060	1,258,062	13,586,568	1,323,053
Pooled Fund Coordinator	468,504	468,504						
Grant Analyst	414,972	414,972						
M&E Specialist	468,504	468,504						
Grant Management Officer	199,500	199,500						
M&E Officer (Cote d'Ivoire)	57,000	57,000	304,339	477,241	767,250	745,750		
M&E Officer (Bangladesh)	95,000	95,000						
M&E Officer (Ethiopia)	123,500	123,500						
Locally Managed Direct Costs	195,000	195,000						
PERSONNEL	2,021,980	2,021,980	304,339	477,241	767,250	745,750	2,294,580	(272,600)
TRAVEL	259,000	259,000	16,128	45,356	80,000	60,000	201,484	57,516
COMMUNICATION&VISIBILITY	92,500	92,500	-	9,762	35,000	35,000	79,762	12,738
FEES (7%)	892,157.35	1,209,817.09	96,210	340,960	547,282	146,917	1,131,368	78,449
TOTAL	USD 13,637,262	USD 18,492,918	USD 1,470,631	USD 5,211,811	USD 8,365,591	USD 2,245,728	USD 17,293,762	USD 1,199,156

**This budget reflects the total donor's contributions to the Pooled Fund (by 31.12.2019) and how the Consultative Group has agreed to allocate the funding, namely USD 3 million in support to national SBNs and 2 additional grants under Window II / Cycle I*

Annex: 2020 SUN Pooled Fund Workplan

Category	Activity	2020											
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Grant	Onboarding/reporting webinars for grantees												
Grant	Fund disbursements to grantees	5	6	0	8	18	13	2	6	1	0	0	19
Grant	Reminders for interim/final reports												
Grant	Interim/final report reviews	6	2	0	8	18	13	2	6	1	0	0	19
Grant	Budget revisions/agreement amendments												
Grant	Project closures	1	1	0	8	0	5	2	2	1	0	0	19
M&E	Results framework negotiations with grantees												
M&E	Final results synthesis with grantees	1	1	0	8	0	5	2	2	1	0	0	19
M&E	Milestone revisions/Workplan amendments												
M&E	Interim/final report reviews	6	2	0	7	18	13	1	5	0	1	0	19
M&E	Collection and consolidation of monthly reports												
M&E	M&E travel planning meeting												
M&E	Field missions (including preparations & debriefings)												
Comm.	Update websites												
Comm.	Other visibility plans												
Comm.	Planning for communication budget (2020)												

Governance	Finalization of 2020 Workplan for Pooled Fund	
Governance	Consultative Group call	
Governance	Request for extension of the Pooled Fund till 2021 with the budget and workplan for ExCom endorsement	
Category	Activity	2020
		JAN FEB MAR APR MAY JUN JUL AUG SEP OCT NOV DEC
Visioning PF 3.0	PF team to develop note for discussions re: 1st draft of the Strategic Review	
Visioning PF 3.0	Brainstorming: PF team and CLT and CRAFT on country progress related to S.O.4, current financing landscape, and upcoming country finance needs	
Visioning PF 3.0	Consultative Group call to discuss the SR preliminary findings	
Visioning PF 3.0	Identify opportunities for engagement with all key stakeholders to the Pooled Fund to shape the vision and strategy of the Pooled Fund 3.0 + Input into the process of ExCom recommendations to the LG on Phase 3 of the Movement	
Visioning PF 3.0	Lead Group adoption on ExCom recommendations on Phase 3 of the Movement with endorsement of Strategy 3.0 development process	
Visioning PF 3.0	Define the process to design Pooled Fund 3.0 Strategy and its hosting	
Visioning PF 3.0	Global Support System, SMS retreat to initiate outline for 3rd Phase Strategy	
Donor	Draft donor report	
Donor	Final donor report including financial narrative	
Donor	Certified financial report	
Donor	Monthly synthesis (DFID)	

Donor	Submission of 2021 budget								
Donor	Interim financial report & instalment overview for 2020 (UNOPS Internal)	1						1	
Donor	Legal agreement revisions with new end date in 2021		2	2					1
Donor	Donor meetings							1	
Others	Review of current RACI and workplan				1				

*Note: Numbers represent the number of grantees. **Governance:** We aim to finalize 2021 Workplan of Pooled Fund by the end of January 2021. **Visioning PF 3.0:** Input from all exercises will be incorporated into Version 2 of the SUN Movement Strategy (and Pooled Fund) to finalize the strategy by Q1 2021. The Strategy & Roadmap 3.0 is planned to launch at UNGA with Lead Group by Q3 2021 and Pooled Fund 3.0 is operational by January 2022.*

