



SUN Pooled Fund Review



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Acronyms

BMZ	Federal Ministry of Economic Cooperation and Development (Germany)
CC	Country Coordinator
CFP	Call for Proposal
COI	Conflict of Interests
COP	Community of Practice
CSA	Civil Society Alliance
CSN	Civil Society Network
CSNS	Civil Society Network Secretariat
CSO	Civil Society Organization
DPG	Development Partners Groups
EC	European Commission
ExCom	Executive Committee
FAO	Food and Agriculture Organization
FCAS	Fragile and Conflict-Affected States
FCDO	Foreign, Commonwealth & Development Office
FGD	Focus Group Discussion
FP	Financial Planning
FP	Focal Point
GAIN	Global Alliance for Improved Nutrition
GFF	Global Financing Facility
GINA	Global database on the Implementation of Nutrition Action
GIZ	GIZ-Deutsche Gesellschaft für Internationale Zusammenarbeit
GNR	Global Nutrition Report
GSS	Global Support System ¹
HDN	Humanitarian-Development Nexus
IDS	Institute for Development Studies
INGO	International Non-Governmental Organizations
IR	Intermediate Result
KIIs	Key Informant Interviews
KM	Knowledge Management
KPI	Key Performance Indicator
LG	Lead Group
LMDC	Locally Managed Direct Costs
MAF	Mutual Accountability Framework
M & E	Monitoring and Evaluation
MEAL	Monitoring, Evaluation, Accountability and Learning
MNC	Multinational Companies
MOU	Memorandum of Understanding
MSP	Multi-stakeholder Platform
MPTF	Multi-Partner Trust Fund

¹ SUN Movement Global Support System (GSS) consisting of four SUN Networks and the SUN Movement Secretariat.

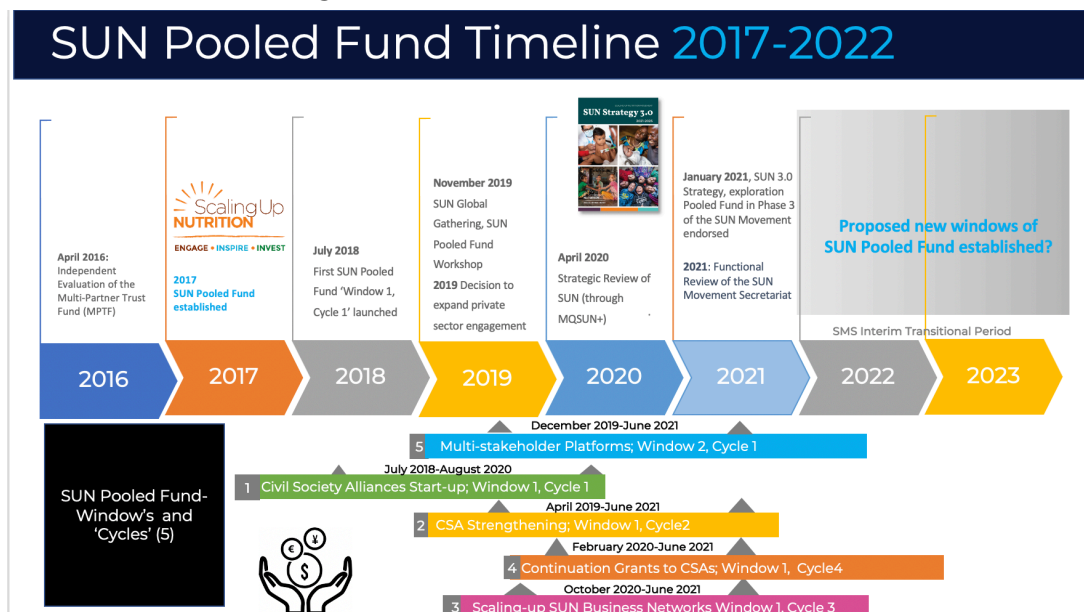
N4G	Nutrition for Growth Summit
NAF	Nutrition Advocacy Fund
NDP	National Development Plan
NGO	Non-Governmental Organization
NNP	National Nutrition Plan
NORAD	Norwegian Agency for Development Cooperation
N4G	Nutrition for Growth
OP's	Operationalization
Ops Group	Operationalization Group
PF	Pooled Fund
PMR	Planning, Monitoring and Reporting
R4D	Results for Development
SBN	SUN Business Network
SC	SUN Movement Coordinator
SDC	Swiss Agency for Development and Cooperation (Switzerland)
SDGs	Sustainable Development Goals
SDN	SUN Donor Network
SG	Steering Group
SMART	Specific, Measurable, Achievable, Relevant/Realistic and Timebound
SMEs	Small and Medium enterprises
SMS	Scaling up Nutrition Secretariat
SO	Strategic Objective
SOP	Standard Operating Procedures
SR	Strategic Review
SUN	Scaling Up Nutrition Movement
TOC	Theory of Change
TOR	Terms of Reference
WFP	World Food Program
UN	United Nations
UNN	United Nations Nutrition
UNICEF	United Nations Children's Fund
UNOPS	United Nations Office for Project Services
USAID	United States Agency for International Development
USD	United States Dollar
W1C1	Window 1, Cycle 1
W1C2	Window 1, Cycle 2
W1C3	Window 1, Cycle 3
W1C4	Window 1, Cycle 4
W2C1	Window 2, Cycle 1
WFP	World Food Program
WHAQ	World Health Assembly
WHO	World Health Organization

REVIEW PURPOSE, OBJECTIVES & SCOPE

Background

The Scaling up Nutrition (SUN) Movement Multi-Partner Trust Fund (MPTF) was established in 2012 as a catalytic instrument to support efforts in SUN Countries.² An independent evaluation of the MPTF³ in April 2016 recommended to establish the SUN Movement Pooled Fund – which was established in 2017 with two funding windows with the priorities to: supporting national Civil Society Alliances (CSAs) and the global Civil Society Network (CSN); catalyzing national Business Networks and strengthen the multi-stakeholder platform (MSPs).⁴ The first window was launched in July of 2018. The SUN Pooled Fund timeline since is illustrated in Figure 1.

Figure 1: SUN Pooled Fund Timeline



Source: "Pooled Fund Final Report Data." United Nations Office for Special Projects (UNOPS), 2022.

From 2017-2021, the SUN Movement Pooled Fund (aka "Pooled Fund") was implemented with the intention to act as a **last resort, catalytic and innovative funding mechanism** providing support to SUN countries and their efforts in scaling up the national nutrition response. The SUN pooled fund was used for CSAs who could not find funding elsewhere or who needed 'seed money' to start up their in-country networks to organize civil society for nutrition advocacy and implementation. As the Pooled fund evolved it was also used to fund the SUN Business Network (SBN) part of the multistakeholder platform. In addition, with the window 2, cycle 1 focusing on multi-stakeholder platforms some governments were allocated grants in order to elevate nutrition on the national agenda. Several innovations were funded through SBNs and CSAs and several country-led CSAs were funded with the seed money they needed to be become operational.

² "Multi-Partner Trust Fund -." Accessed February 12, 2022. <https://scalingupnutrition.org/sun-supporters/sun-movement-pooled-fund/multi-partner-trust-fund/>.

³ The MPTF recommended the following funding windows: 1. Strengthening national government capabilities; 2. Supporting national Civil Society Alliances and the global Civil Society Network; 3. Catalyzing national Business Networks.

⁴ Leather, Chris, and Nick Norvell. "Independent Evaluation of the Multi Partner Trust Fund of the Scaling Up Nutrition Movement: Final Report." United Nations Office for Project Services (UNOPS), April 16, 2016. <http://scalingupnutrition.org/wp-content/uploads/2012/10/SUN-Movement-MPTF-Evaluation-Final-Report.pdf>.

The Pooled Fund was hosted by the United Nations Office for Project Services (UNOPS) and managed by a seven-member team. It worked towards the strategic objectives of the second SUN Movement Strategy and Roadmap (2016-2020)⁵ by providing grant funding at the global level. During its three years of existence (2018-2021) the Pooled Fund grew from an initial USD \$3 million investment to a multi-phased budget of USD \$18.3 million. The SUN Pooled Fund 2.0 was due to end December 2020 but it was recently extended until June 2022. The Pooled Fund supported 86 grant projects contracts that were awarded through a competitive process across 46 SUN countries during this time.

SUN Pooled Fund 2.0⁶ Overview

SUN Strategy 2.0 2016-2020 Strategic Objectives

Objective #1: Expand and sustain an enabling political environment.	Objective #2: Priorities and institutionalize effective actions that contribute to good nutrition	Objective #3: Implement effective actions aligned with Common Results	Objective #4: Effectively use, and significantly increase, financial resources for nutrition
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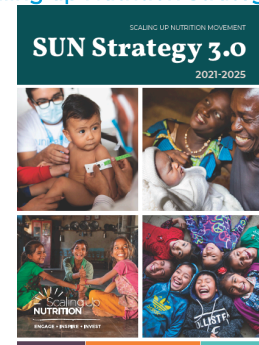
Purpose: To build or strengthen the participation of non-state actors in Multi-stakeholder Platforms (MSP); and accelerate the coordinated delivery of high-impact nutrition activities by members of MSPs.

<p>Sustaining Advocacy</p> <p>efforts to keep nutrition as a national development priority</p>	<p>Strengthening participatory national nutrition governance</p>	<p>Jointly Implementing national multi-sectoral nutrition plans</p>	<p>Increasing capabilities of nutrition actors at national and subnational levels.</p>
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Alignment with SUN Strategy 3.0

The SUN Movement has renewed its strategy for the third phase of operations and delivery in the **Scaling up Nutrition Movement, SUN-Strategy 3.0 (2021-2025)**.⁷ ⁸ Key findings of the SUN 2018 Midterm Review⁹ and the Strategic Review of the SUN Movement¹⁰ indicated the need for the Movement to further strengthen its **country-led, country-driven, and impact-oriented** focus to effectively implement prioritized multisectoral nutrition actions. The SUN Strategy 3.0 expects the SUN Secretariat to work with the SUN networks as a Global Support System (GSS) to help:

Scaling up Nutrition Strategy 3.0



⁵ "The SUN Movement Strategy and Roadmap (2016-2020)." Accessed February 12, 2022. <https://ebrary.ifpri.org/digital/collection/p15738coll116/id/283>.

⁶ "The SUN Movement Pooled Fund Executive Summary." Geneva, Switzerland: United Nations Office for Project Services (UNOPS), 2020.

⁷ "Scaling up Nutrition Movement, SUN-Strategy 3.0 (2021-2025)." Accessed December 13, 2021. https://scalingupnutrition.org/wp-content/uploads/2021/01/SUN-Strategy-2021-2025_ENG_web1.pdf.

⁸ In January 2021, the SUN Movement's Lead Group shared the final SUN 3.0 Strategy and endorsed the existence and importance of a Pooled Fund to "catalyze progress" in Phase 3 of the SUN Movement (SUN 3.0 Strategy, page 29).

⁹ "Midterm Review of the Scaling up Nutrition Movement: Final Report." Maximizing the Quality of Scaling up Nutrition Programs (MQSUN) Department for International Development (DFID), December 22, 2018. https://scalingupnutrition.org/wp-content/uploads/2019/03/SUN-MTR-Final-Report-2019_external-1.pdf.

¹⁰ "Strategic Review of the Scaling Up Nutrition (SUN) Movement, 2019–2020 Final Report." Maximizing the Quality of Scaling up Nutrition (MQSUN), United Kingdom Department of International Development (DFID), April 3, 2020. https://scalingupnutrition.org/wp-content/uploads/2020/04/SUN-Strategic-Review-Final-Report_ENG.pdf.

- Advance nutrition outcomes at country level;
- Improve the functionality of SUN mechanisms at country level;
- Identify and respond to technical assistance needs surpassing national capacity;
- Amplify nutrition advocacy efforts at country & regional levels; and
- Bring countries together at the regional level for mutual learning.

SUN Pooled Fund Windows Summary

Through SUN Pooled Fund 2.0 there were a total of five cycles of opportunities through two windows. Table 1 summarizes the windows and cycles, however, more details about each of these windows and cycles can be found in Annex 1.

Table 1: Summary of SUN Pooled Fund Grant Windows and Cycles (2018-2021)

	Window 1, Cycle 1 (W1C1) Civil Society Alliances Start-up	Window 1, Cycle 2 (W1C2) Civil Society Alliances Strengthening	Window 1, Cycle 3 (W1C3) Scaling-up SUN Business Networks	Window 1, Cycle 4 (W1C4) Continuation Awards	Window 2, Cycle 1 (W2, C1) Multi-stakeholder Platforms
Call for Proposal Dates	May 1, 2018- June 11, 2018 2 calls for proposals	December 7, 2018- February 8, 2019 1 call for proposals	Award to WFP in February 2020	July 17, 2020- August 9, 2020	June 11, 2019- July 13, 2019
Implementation Range	July 2018- August 2020 12 months + Cost extensions	April 2019- June 2021	October 2020- June 2021	February 2020- June 2021	December 2019- June 2021
# of Grants	21 grants or Civil Society Alliances from 19 SUN countries	19 Civil Society Alliances from 19 SUN countries	SUN Business Network, support to 19 national SBNs	15 continuation awards for existing CSA grantees	12 projects received grant funding for MSPs
Funding Total (\$USD)	USD \$3.2 million	USD \$4.3 million	USD \$2.9 million	USD \$750,702	USD \$3.3 million
Average Size of Grant	\$ 156,196.00	\$220,663.00	NA	\$47,787.00	\$267,474.00

There was a total of two windows and five cycles of grants administered under the SUN pooled fund.

- **Window 1**, launched in 2018, aimed to build, or strengthen, the participation of non-state stakeholders in national multi-stakeholder and multi-sectoral platforms directed towards national CSAs and national business networks as beneficiaries. Four calls for proposals were launched under Window 1.
- **Window 2** aimed to accelerate the coordinated delivery of high-impact nutrition activities by members of multi-stakeholder and multi-sectoral platforms at national and sub-national levels, encouraging cooperation across core areas, through sharing and learning, to increase impact. One call for proposal was launched under Window 2.
- To date 68 grant projects were signed across 48 countries¹¹– including 38 national civil society alliances.¹²

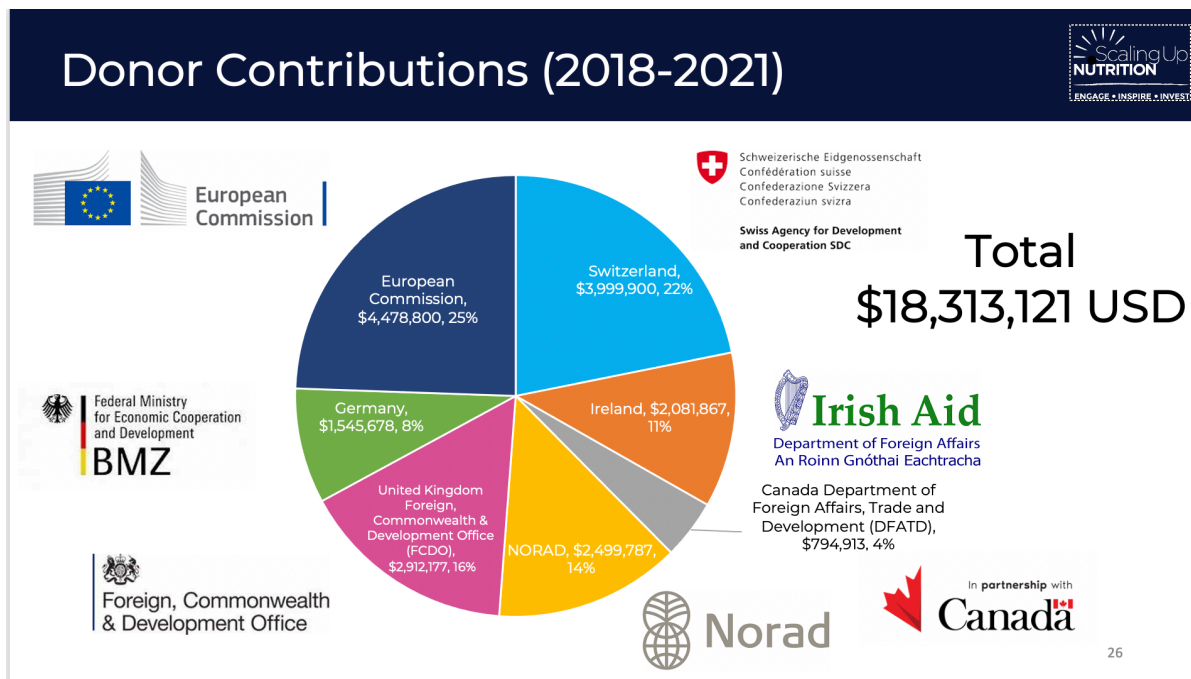
¹¹68 grant agreements were signed, including 63 with civil society organizations/alliances, two with government agencies and three with UN agencies.

¹² working with 40 national and international implementing organizations * (some Alliances are supported by several organizations)

Donors to the SUN Pooled Fund

The SUN Movement Pooled Fund has been supported by the governments of Canada, Germany, Ireland, Norway, Switzerland, the United Kingdom, and the European Commission. These donors contributed a total of nearly USD \$18.3 million to the Pooled Fund's budget from 2018–June 2021, with close out until June 2022. Table 2 displays the donor contributions to the Pooled Fund. More details of the SUN Fund expenditures can be found in Annex 2.

Figure 2: Donor Contributions to the SUN Pooled Fund (2018-2021)



Source: "Pooled Fund Final Report Data." United Nations Office for Special Projects (UNOPS), 2022.

Purpose and Objectives of the Consultative Review

Following the 2019-2020 SUN's strategic review¹³ in line with the re-orientation of the SUN Movement, the Operationalization Group (referred to as "OPs" Group) recommended a review of the Pooled Fund mechanism to "assess the fund orientations to support leveraging of country finance and development of country finance capacity for this, but also to support fund replenishment."¹⁴ The Pooled Fund Consultative Group endorsed the idea of a review and vision exercise in July 2021 and the decision to launch a consultative review was endorsed by the Executive Committee (ExCom) in August 2021, in order to "review of the Pooled Fund and its future direction starting in the last quarter of 2021."

This decision followed requests - notably by donors - for a full and transparent review of the Pooled Fund and a more informed understanding of what end-beneficiaries would hope to see changed or improved under a potential Pooled Fund extension. The Terms of

¹³ "Strategic Review of the Scaling Up Nutrition (SUN) Movement, 2019-2020 Final Report." Maximizing the Quality of Scaling up Nutrition (MQSUN), United Kingdom Department of International Development (DFID), April 3, 2020. https://scalingupnutrition.org/wp-content/uploads/2020/04/SUN-Strategic-Review-Final-Report_ENG.pdf.

¹⁴ The Operationalization Group ("Ops Group") was convened to translate how the SUN 3.0 Strategy should be rolled out in practical terms.

reference¹⁵ for this review request for an outline of options of the Pooled Fund’s future (SUN 3.0) design and management. The review (and the planned subsequent business case) aims to provide options for a Pooled Fund that is coherent with the SUN Movement 3.0 Strategy, and integrated with the broader SUN Movement stewardship arrangement and processes at global levels. The **objectives of this review**¹⁶ are:

- **Objective 1:** To “**assess the requirement and scope for a SUN Pooled Fund**” or broader grant-making with maximum 10 strategic recommendations and
- **Objective 2:** To identify **potential design options** for a new program with pros and cons. (detailed in the forthcoming business case)

The purpose of the consecutive **business case (not part of this review)** – will detail the potential design options in order to have a concrete proposal based on the review to move things forward with fundraising and project level planning.

Audience of this Review

- **SUN Country members** (SUN Government Focal Points, government employees, parliamentarians, Civil Society Alliance members, UN staff members, donors, businesses, academia).
- **Implementing Partners:** SUN Movement Global Support System consisting of four SUN Networks and the SUN Movement Secretariat. Pooled Fund staff members
- **Governance:** Consultative Group (funding partners of the Pooled Fund), made up of donors and SUN Network secretariat leads. The SUN Movement Coordinator and Executive Committee, who oversees the implementation of the strategy on behalf of the Lead Group for endorsement.

Guiding Questions

The review provides evidence-based analysis to answer the guiding questions provided as part of the terms of reference in Table 2.

Table 2: Guiding Questions for Review (as per terms of reference)

No	Guiding Question
Supporting the SUN 3.0 Strategy	
1.	In what ways can Pooled Fund grant-making support the objectives of SUN 3.0? <ul style="list-style-type: none"> ▪ How can it incorporate organizational changes of the SUN Movement Secretariat? ▪ What are the lessons learned from the Pooled Fund SUN 2.0?
1.1	How can the Pooled Fund promote progress in reaching SUN Strategy 3.0 – Strategic Objective No. 3 (Build and strengthen country capacity with technical assistance and knowledge management)?
SUN Country Capacity Development	
1.2	What is the role of the Pooled Fund in relation to the Executive Committee Finance Task Force and Capacity Development platform (OPs group recommendations 9 ¹⁷ , 11

¹⁵ : “Lead Consultant, Pooled Fund Review, Scaling up Nutrition (SUN) Movement Secretariat, Terms of Reference.” United Nations Office for Project Services (UNOPS), November 2021.

¹⁶ : “Lead Consultant, Pooled Fund Review, Scaling up Nutrition (SUN) Movement Secretariat, Terms of Reference.” United Nations Office for Project Services (UNOPS), November 2021.

¹⁷ Recommendation 9 – ‘Technical Assistance and Capacity Development Framework’ ‘...to establish a technical assistance and a capacity development framework, including a risk self-assessment, building on existing tools, to better assist and respond to SUN Countries’ needs and requests, particularly in FCAS.

Table 2: Guiding Questions for Review (as per terms of reference)

No	Guiding Question
.	.
	^{18, 12¹⁹}) and how can we avoid duplication?
Knowledge Sharing	
2.	How can grant support contribute to knowledge-sharing within the SUN Movement?
Governance and Oversight	
3.	What should the governance and oversight of grant support look like in the SUN Movement?
Country Level Funding Innovations	
4.	In what ways can a “pooled fund” approach support (innovative) funding approaches at the country level?
Exit Strategy by 2030²⁰	
5.	Exit Strategy: What has to be put in place (structures/investments) so that by 2030 Pooled Fund grant support will be able to close down?

Source: “Lead Consultant, Pooled Fund Review, Scaling up Nutrition (SUN) Movement Secretariat, Terms of Reference.” United Nations Office for Project Services (UNOPS), November 2021.

Methodology of Review

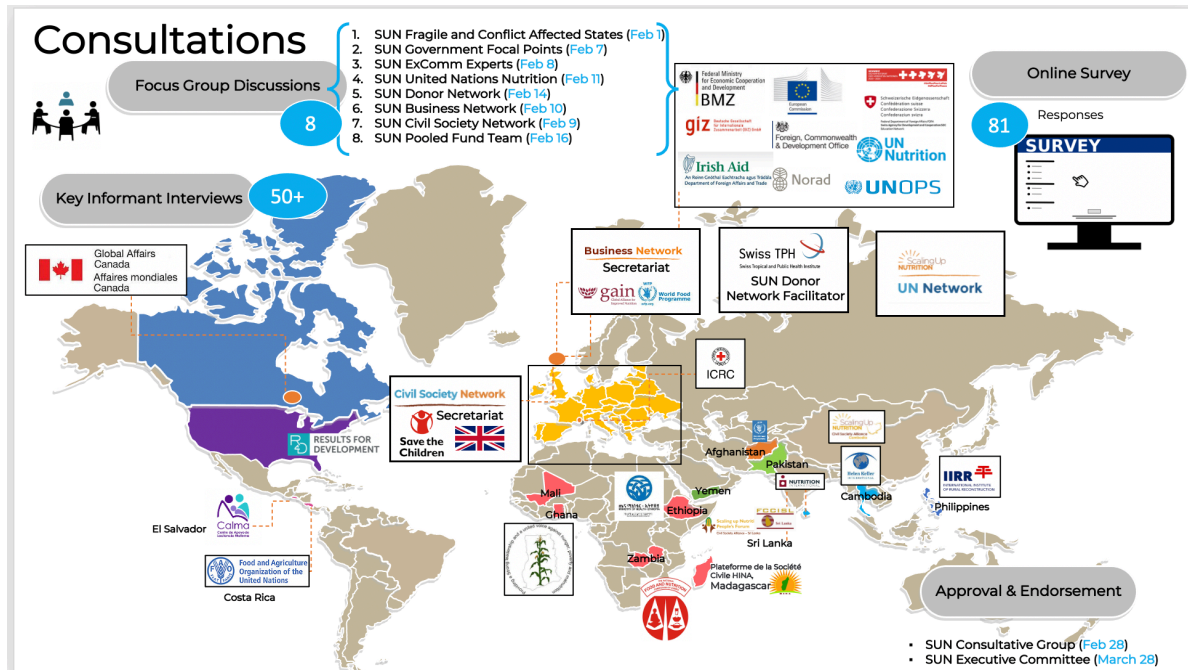
The consultant team developed a preliminary *inception report* that was approved by the SUN Movement Coordinator in December 2021, conducted a *key document review* (Annex 7 Bibliography) and conducted a number of consultations including 50+ Key Informant Interviews (KIIs), 8 Focus Group Discussions (FDGs) and administered an online survey that received over 81 responses. The consultations with a variety of stakeholders (Figure 3) were essential to triangulate the consultants’ understanding of the Pooled Fund’s functioning; they also provided an opportunity to consider key design questions.

¹⁸ Recommendation 11 – ‘Financial Capacity: ‘...to facilitate an effective, transparent, and dedicated finance capacity development platform, with dedicated finance training, TA, internal and external expertise, and funding – to allow countries to tailor, implement, renew, and sustain new and innovative financing; foster cross-country capacity development (Not the scope necessarily of the pooled fund – more important to discuss with Augustin about the finance capacity development platform)’

¹⁹ Recommendation 12 – ‘Staged Framework for Financing ‘... a staged framework to be piloted in a group of countries that aims to provide best practices and models for other countries and create a virtuous cycle of finance in countries by allowing for: better use of existing finance, leveraging additional financing, and notably piloting innovative financing.

²⁰ Assuming this is in alignment with the World Health Assembly (WHA) targets for 2030

Figure 3: Overview of Consultations



Source: Authors of this report, 2022.

Expectations were discussed with the transitioning SUN Movement Secretariat (SMS), past SMS management and staff, past fund recipients, and potential new recipients. This review will be presented for approval within the SUN Pooled Fund Consultative Group meeting scheduled for February 28, 2022. The final review is scheduled for endorsement in March 2022, so that the SMS can take a Fund design forward, pending on the decisions and recommendations.

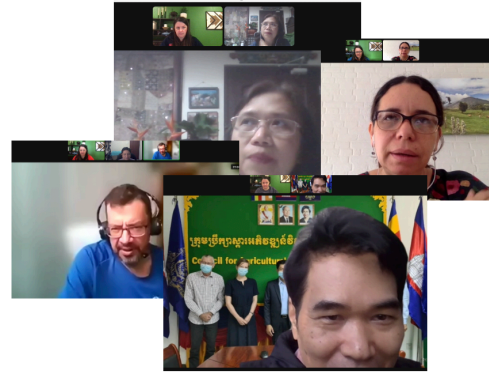
The review gathered evidence from key stakeholders, in order to make strategic recommendations, and ultimately will propose a business case for a Pooled Fund that will be coherent with the SUN Movement 3.0 Strategy and integrated with the broader SUN Movement stewardship arrangement and processes at global levels. The business case will have more detailed options that will reflect current and potential future value add of the Pooled Fund, including taking into account suggestions made by the OPs Group.

OBJECTIVE 1: ASSESS THE REQUIREMENT AND SCOPE FOR A SUN POOLED FUND

Overview

The SUN 3.0 Strategy identified the SUN Movement Secretariat's Pooled Fund as a potential *country support mechanism* to support the vision of the SUN Movement in this new phase. In alignment with this vision, this review proposes 6 key strategic recommendations highlighted in Table 3. The consultant team focused on aligning the SUN 3.0 strategy strategic objectives with the overall recommendations and proposed design of SUN Fund 3.0.

The SUN Pooled Fund was designed to expand the number of direct partnerships the SUN movement has with indigenous, local CSAs and SBNs and to build the capacity of these organizations to better meet the needs of their constituents. The SUN Pooled Fund provides an opportunity for government-led MSPs, CSAs, SBN to make contributions to SUN's objectives to ensure SUN governance promotes country leadership and government responsibilities, aligns resources and strengthens mutual accountabilities through strengthening multistakeholder platforms.



Added Value of the SUN Pooled Fund

The overall aim of the SUN Movement is to create an enabling environment for a country-led, locally-sustained national nutrition response, with local nutrition leadership. However, most funding available do not fund opportunities for locally-led approaches and these key actors are often left behind as opposed to be able to drive their own response for nutrition.

The Pooled Fund grants supported **country-driven and country-led catalytic activities and actions** to improve the enabling environment and to scale up nutrition. The key principals of SUN Pooled Fun 2.0 were **catalytic**²¹, **innovative**²² and **last resort**²³. The SUN Pooled Fund was designed to expand the number of direct partnerships the SUN movement has with indigenous, local CSAs and SBNs and to build the capacity of these organizations to better meet the needs of their constituents.

The SUN Pooled Fund has had the following 'Added Value':					
Supported Initial Investments for Catalytic Scale-Up of Nutrition Governance, Coordination & Advocacy	Contributed to necessary Capacity Development to Increase Civil Society and Business Participation in Multi-stakeholder Platforms for the National Nutrition Response	Allowed for active participation of civil society and private sector in nutrition multi-stakeholder platforms	Supported Country-led Resource Mobilization and Budget Analysis	Supported Innovative partnerships and collaboration between government, civil society, United Nations and private sector	Allows for country-owned approaches for innovative ideas

The SUN Pooled Fund provided an **opportunity for government-led multi-stakeholder platforms including civil society mainly through country-civil society alliances (CSA) and national SUN Business Networks (SBN)** to contribute to SUN's objectives to ensure SUN governance promotes country leadership and government responsibilities, aligns resources and strengthens mutual accountabilities through strengthening multistakeholder platforms. **However, more focus is needed on government participation and supporting government to lead the multi-stakeholder platforms. Governments often felt like they did not have access to funds and both civil society and SUN business networks acknowledged the need to work together and collaborate instead of conducting similar activities separately.**

Many of the grant recipients were able to make great strides forward **advancing governance for the national nutrition response**. For example, in Sri Lanka the SUN Pooled Fund was able to provide the seed money for the country to integrate nutrition within the private sector and have the SBN embedded into the Federation of Chambers of Commerce and Industry (FCCISL) of Sri Lanka, which works with SMEs across the country to be a long-term home for SBN-in order to be a permanent governance structure that drives business



²¹ This focus was to “consolidate and maintain achievements in exceptional circumstances, for example if there are inadequate alternative source of funding”.

²² Innovative actions and collaboration for nutrition impact -including joint proposals to fund innovative approaches to combat malnutrition, emphasizing domestic structures and local interventions.

²³ The Pooled Fund strived to support nutrition efforts where no other option or funding mechanisms exist. As per MTFP, “it should not... replace existing funding pathways at country or global levels.”

engagement.²⁴ The SUN Movement is consistent in prioritizing engagement with Government Focal Points and Nutrition Champions from the public, private and non-profit sectors to transform evidence into policies. This is clear in the case of Costa Rica—the government focal person and technical advisors identified a policy gap that the government was not willing to fund. This triggered an innovative and creative approach whereas the government engaged the United Nations Food and Agriculture Organization (FAO) along with the private sector and civil society of to develop the “*Technical Recommendations of the Food-Based Dietary Guidelines to improve the diet and nutrition of the population under two years of age and the population older than two years.*”²⁵ Not only did the SUN Pooled Fund provide funding where there was a clear gap, it also **stimulated further action** by helping to coordinate key actors to develop a catalytic national guidance that was used as a cornerstone and framework for scaling-up nutrition in Costa Rica amongst diverse actors. **Despite these successes, there needs to be a more concentrated effort on encouraging collaboration across SUN networks and stakeholders through government-led multi-stakeholder platforms.**

Strengthening Capacity of Civil Society to Participate within Multi-Stakeholder Platforms:

The SUN Pooled Fund has been crucial to strengthen the capacity of civil society to participate in MSPs and develop their skills to be able to absorb more and future funding. The Pooled Fund management staff at UNOPS, in collaboration with the Civil Society Network (CSN) hosted at Save the Children UK, has offered a variety of capacity development support, mentoring and quality assurance support resulting in CSAs developing their skills in proposal development, management of budgets and finances, project management and monitoring and reporting of project activities. This capacity development has given many of the CSAs confidence and skills to apply for further funding, and has enabled civil society grantees to provide technical assistance themselves and to actively participate in national policy and planning development and processes. Furthermore, CSAs were able to mobilize new civil society organizations -for a total of 2,178 additional CSOs mobilized (1,852 of which are NGOs, 326 of which are INGOs). **It is clear that civil society and governments still need targeted capacity development to be able to increase their absorptive capacity to manage future funding to help them lead national nutrition responses.**

Expansion of Civil Society Partnerships & Engagement of Nutrition Champions: The Pooled Fund’s first two call for proposals under Windows 1 and 2 were focused on “support for the start-up or expansion of national CSAs.” This support resulted in the strengthening of CSA institutional and organisational capacity leading to CSA’s ability to independently engage, lead dialogue and build lasting partnerships with key political actors and multi-stakeholders, at both national and sub-national levels.

CSAs have become major players in effectively advocating to governments to elevate nutrition on the national and sub-national development agendas and legislation, resulting in **participation of CSAs in more than 659 national and sub-national nutrition plans** (2021).

²⁴ SUN Business Network. “SBN Sri Lanka: A Governance Structure That Drives Business Engagement,” December 5, 2019. <https://sunbusinessnetwork.org/sbn-sri-lanka-a-governance-structure-that-drives-business-engagement/>.

²⁵ “Fortalecimiento de La Alimentación y Nutrición de Costa Rica Con Énfasis En La Población Materno-Infantil.” Costa Rica: Ministerio de Salud, Food and Agriculture Organization of the United Nations, Scaling up Nutrition Movement, Comision Intersectoral de Guías Alimentarias, 2021.

Strengthening Advocacy for Nutrition: Pooled Fund grant recipients have identified and enlisted Nutrition Champions to forge connections between civil society, grassroots communities and policymakers, ensuring that community voices are represented in national and sub-national nutrition policy and planning documents. CSA grant recipients created vital national advocacy platforms—creating a safe space for participation and increasing the convening power necessary for participatory and joint action, particularly where local, **underserved and marginalized civil society organizations and actors** were not previously participating. are concerned. Over 7,500 diverse participants (45% female) have attended SUN CSA roundtables since 2018, continuing to advance nutrition on national and sub-national agendas, and fast-tracking commitments on nutrition.

CSAs have identified and **engaged more than 1,336 “Nutrition Champions”** - 46% of which were women in the national nutrition response.

CSAs conducted **462 nutrition advocacy roundtables** (both in person and virtually) targeting both national and sub-national level stakeholders

It will be necessary to continue the momentum and support innovative, catalytic efforts to scale-up advocacy and hold country stakeholders, donors and governments accountable for results.

National Budget Analysis & Increasing Resource Mobilization: With Pooled Fund support, and through increasingly more effective advocacy by CSAs, as well as CSA participation in multi-platform budgeting exercises, CSAs were able to mobilize resources to support and fund the national nutrition response. Investments from the Pooled Fund generated additional funds from external sources, and resource mobilization plans. For example, in Cameroon, 40 municipalities signed commitments to dedicate nutrition-specific lines in sub-national plan development, with 14 municipalities further committing to allocate 1% of their annual budget to nutrition activities. In Zimbabwe, CSAs played a key lobbying role to help government make commitments for nutrition resulting in the Zimbabwean government allocating the equivalent of over USD \$84 million of the national budget to Food and Nutrition Security policy planning. With Pooled Fund support, Benin was able to conduct a nutrition budget analysis from 2016 to 2019, which highlighted insufficient nutrition budget allocations and were formally presented to the Benin government in 2020. Through Pooled Fund support, CSAs were able to identify financing gaps in 37 national costed nutrition plans and 149 gaps at the sub-national level. **Support is needed to mainstream efforts to help countries track their commitments, resources, and technical support to ensure further investment and resource mobilization for the national nutrition response.**

Catalytic Leading to Self-Sustainability: In other cases, the SUN Pooled Fund was really catalytic in the sense that it allowed the local stakeholders to expand their networks and provide an “extra push to become sustainable/self-funded”. The gains of some country civil society platforms such as Niger, Mali and even Burundi have allowed growth. They are now much more involved with the multi-stakeholder platforms and more aligned with government activities. Before the Pooled Fund funding they couldn’t effectively participate and became dormant. Countries such as Zambia²⁶ and Tanzania were able to

²⁶ “Zambia Resource Mobilization Strategy.” Lusaka, Zambia: Zambia Civil Society Scaling up Nutrition Alliance, 2021.

develop resource mobilization strategies. CSAs also were able to leverage SUN Pooled Funds to increase their own resource mobilization strategies, by diversifying their funding and revenue streams—CSAs were able to increase their fundraising capability in 2018 from USD \$244,285 to USD \$5.1 million by 2021. For example, in Cambodia the CSA played a “catalytic” role for generating its own funds and supporting nutrition funding. Through, the CSA’s advocacy and coordination efforts, the Cambodian government allocated USD \$3.7 million in nutrition funds for 2 provinces, and produced Cambodia’s first Nutrition Budget Analysis Report with government, donor, and UN stakeholders. **As catalytic as these funds were for many governments, CSAs and SBNs, in some cases this seed funding was not enough to move things forward or didn’t necessarily continue, this is a reality for this type of last resort catalytic fund that needs to be taken into consideration, especially with small grants targeted to fragile and conflict affected states.**





In conclusion, there would be a missed opportunity if these flexible, small grants were not continued to continue supporting country-owned, country-led innovative approaches. There is currently no similar other funding mechanism that exists that provides an opportunity for a small catalyst grant along with the needed support from the SUN Pooled Fund management team, SUN secretariat, Civil Society Network secretariat and SUN Business secretariat to simultaneously build absorptive capacity to manage future funding and projects. The vision of SUN Pooled Fund 3.0 is to scale-up and strengthen the government-led multi-stakeholder national response for nutrition amongst existing civil society alliances, private sector, academia and other stakeholders. This vision includes ensuring that there are safeguarded earmarked funds for the participation of fragile and conflict affected states and inclusion of civil society—especially women and females along with active participation from youth. Furthermore, it will be important to ensure that learning is emphasized amongst grant recipients and shared with the SUN movement to ensure that challenges and lessons learned can be taken into consideration when designing new and improved nutrition actions within SUN countries. Finally, management and grant evaluation will need to match the evolving context of the SUN Secretariat while taking into consideration the involvement of the Global Support Systems whilst avoiding conflict of interest to ensure equal and fair opportunities for stakeholders to apply for the SUN Pooled Fund 3.0.

Table 3: Summary of SUN Pooled Fund 3.0 Strategic Recommendations

Key Recommendations		Updated February 17, 2022			
		SO1	SO2	SO3	SO4
1	To Continue Funding the 'SUN Pooled Fund' to Support Catalytic Country-Led Actions for the Multisectoral National Nutrition Response, increase grant duration to 3 years				
2	Support 4 SUN Pooled Fund grant 'windows' : 1) Government-led Multistakeholder platforms (all stakeholders), 2) Civil Society Alliances (CSAs) 3) SUN Business Networks (SBN) and 4) Fragile and Conflicted Affected States Focus Countries (FCAS) <ul style="list-style-type: none"> Intermediate Results: IR 1: Strengthened multistakeholder policy and advocacy, IR 2: Strengthened aligned priorities through Multistakeholder and Multisectoral National Nutrition Responses; IR 3: Strengthened multistakeholder coordination and implementation of country technical assistance and capacity development plans.; IR4. Strengthened government-led multistakeholder governance and coordination for mutual accountability for results for the implementation, finance and resource mobilization of multisectoral nutrition plans Cross-cutting criteria/success factors: gender equality, youth engagement , climate & environment, private sector engagement, capacity development, mutual accountability and alignment with country priorities and context 				
3	Support "resource mobilization" targeted technical assistance directed towards in-country SUN MSPs, CSA/SBN networks for an exit strategy from the SUN Pooled Fund by 2030 [targeted towards individual organizational fundraising]				
4	Designate up to 30% of all SUN Pooled Fund grant windows for Fragile and Conflicted Affected States Focus Countries (FCAS) [currently 21 out of 65]				
5	Strengthen Learning & Knowledge Sharing from SUN Pooled Fund Grantees Strengthen learning and sharing of lessons learned/best practices amongst SUN stakeholders (grantees and non-grantees) through a coordinated strategy, dedicated staff, and funding for newsletter, learning briefs, webinars, peer-to-peer learning and exchanges				
6	Regionalize SUN Pooled Fund Grant Management & Streamline Country Processes within UNOPS <ul style="list-style-type: none"> Regionalize management team Decentralize Grant Evaluation Committees using regional & SUN Country Network platforms Focus on streamlined, simplified results-based reporting, monitoring in line with SUN 3.0 				

Source: The authors of this report, 2022.

1. Recommendation 1: To Continue Funding the ‘SUN Pooled Fund’ to Support Catalytic Country-Led Actions for the Multisectoral National Nutrition Response

	SO1	SO2	SO3	SO4
1	To Continue Funding the ‘SUN Pooled Fund’ to Support Catalytic Country-Led Actions for the Multisectoral National Nutrition Response, increase grant duration to 3 years			
				

The independent review team has heard overwhelming support among stakeholders for the continuation of the SUN Pooled Fund in this next phase. Stakeholders, almost unanimously, emphasized the Pooled Fund’s value-added, its role as a catalytic source of support to multi-stakeholder platforms, its contribution to increasing the effectiveness and impact of national efforts to end malnutrition, and its role in promoting and supporting the engagement of relevant actors at country-level.²⁷

Stakeholders called for continued support to scaling up the multisectoral response through coordinated governance and capacity development, with grantees stressing that this kind of support, over the last three years, has allowed them to be considered as partners in key decisions and implementation processes (e.g., planning and budgeting) to elevate nutrition on the development agenda within countries.

For the new Fund it will be important to clearly define upfront the ‘*eligibility requirements*’, which specifies the requirements for organizations who want to respond to the Pooled fund grant opportunity. In addition, it will also be important to ensure potential grant recipients understand the requirements well in advance of the call for proposals and that it is clearly communicated that the stakeholder applying will need to meet the requirements in their concept/proposal, or their submission may be judged to be “non-responsive”, in which it will be removed from consideration from the UNOPS SUN Pooled Fund management team.

In order to avoid the subjective nature of some criteria it will be important that the grant criteria are very clear from the onset of the process. Table 4 outlines some of the key grant principles and selection factors that should be considered for SUN Pooled Fund 3.0. It is followed by more specific details of the results frameworks and activities proposed under each window.

Key Grant Principals & Selection Factors

- Supportive of SUN Strategy 3.0 Objectives
- Responsive to eligibility requirements
- Catalytic Funding
- Country-Owned and Led
- Innovation for Future Scale-up
- Inclusive of both new SUN countries and fragile and conflicted states (FCAS)
- Exit Strategy
- Proposed Risk Factors and Mitigations
- Flexible funding
- Last Resort Funding Mechanism
- Results-Based
- Resource mobilization-focused
- Target Underserved and Groups Left Behind

“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

²⁷ “CFP Evaluation Report: SUN Movement Pooled Fund Grants.” Geneva, Switzerland: United Nations Office for Project Services (UNOPS), 2018.

Table 4: Key Grant Principles and Selection Factors

1. Responsive to eligibility requirements	Eligibility requirements, in the context of SUN Pooled Fund grants are requirements that an applicant must meet in order to qualify for a grant.			
2. Catalytic Funding ²⁸	Financial support provided by the Fund should allow grantees to enhance their activities to an extent where they can attract subsequent funding, partnerships, and assistance. The Pooled Fund was designed to provide seed funding, or funding that has the potential to trigger change on a bigger scale and bring lasting change. This focus should remain in the next phase, alongside support to SUN stakeholders to “consolidate and maintain achievements in exceptional circumstances, for example if there are inadequate alternative source of funding.” ²⁹			
3. Country-Owned and Led	Proposed activities should be country-led and country-owned. There should remain flexibility to have a country-specific approach that follows the results framework.			
4. Innovation for Future Scale-up ³⁰	The Fund will aim to support proposals that are innovative, show clear potential for impact on the national multisectoral nutrition response, and are scalable and sustainable beyond the Pooled Fund’s support.			
5. Exit Strategy	Activities funded by the Pooled Fund should have clear exit strategies – including other future funding sources identified.			
6. Proposed Risk Factors and Mitigations	Proposals should include political, social and financial risk-factors linked to the proposed project, and mitigation measures.			
7. Flexible	The Pooled Fund will adapt to the needs and challenges of countries, with flexibility in budgeting, work-planning, and all key processes.			
8. Last Resort Funding Mechanism	The Pooled Fund will strive to support nutrition efforts where no other option or funding mechanisms exist. As per MTFP, “it should not... replace existing funding pathways at country or global levels.” ³¹ The burden of proof will be on applicants.			
9. Results-Based for Measurable Results	Activities supported by the Pooled Fund will be result-oriented ³² and aligned with the Pooled Fund’s results frameworks			
10. Supportive of SUN Strategy 3.0 Objectives	OBJECTIVE 1  Strengthen and sustain strong policy and advocacy to position nutrition outcomes	OBJECTIVE 2  Develop and align shared country priorities for action	OBJECTIVE 3  Build and strengthen country capacity with technical assistance and knowledge management	OBJECTIVE 4  Ensure SUN governance promotes country leadership and government responsibilities, aligns resources and strengthens mutual accountabilities
11. Focus on Underserved & Those Left Behind	A portion of the Fund’s resources will be dedicated to supporting underserved groups and voices (e.g., marginalized, civil society whereas civil liberties are suppressed ³³ , fragile and conflicted afflicted states ³⁴ , those at risk of being left behind) with additional flexibility.			

²⁸ “The SUN Movement Pooled Fund Evidence Package Executive Summary.” United Nations Office for Project Services (UNOPS), Scaling Up Nutrition Movement, 2020.

²⁹ Leather, Chris, and Nick Norvell. “Independent Evaluation of the Multi Partner Trust Fund of the Scaling Up Nutrition Movement: Final Report.” United Nations Office for Project Services (UNOPS), April 16, 2016. <http://scalingupnutrition.org/wp-content/uploads/2012/10/SUN-Movement-MPTF-Evaluation-Final-Report.pdf>.

³⁰ The Pooled Fund seeks to identify and cultivate innovative activities at the national and subnational levels. These activities should be innovative in their nature or approach and spark the interest of other organizations in working together on nutrition actions that previously did not exist, that are new to a particular geographic area or group, or by improving a model or approach that already exists.

³¹ Leather, Chris, and Nick Norvell. “Independent Evaluation of the Multi Partner Trust Fund of the Scaling Up Nutrition Movement: Final Report.” United Nations Office for Project Services (UNOPS), April 16, 2016. <http://scalingupnutrition.org/wp-content/uploads/2012/10/SUN-Movement-MPTF-Evaluation-Final-Report.pdf>.

³² “Summary of the SUN Business Network’s (SBN) Response to the SUN Strategic Review.” Scaling up Nutrition (SUN) Movement, SUN Business Network, May 2020. <https://scalingupnutrition.org/wp-content/uploads/2020/05/SBN-Global-and-National-SR-Response.pdf>.

³³ Freedom House. “Explore the Map.” Accessed February 11, 2022. <https://freedomhouse.org/explore-the-map>.



³⁴ World Bank. “Classification of Fragile and Conflict-Affected Situations.” Accessed December 23, 2021. <https://www.worldbank.org/en/topic/fragilityconflictviolence/brief/harmonized-list-of-fragile-situations>.

Grant Implementation Period: The initial 12-month implementation period was judged too short and was thus extended to 18 months; however, grant recipients still reported that this timeframe was just too short to start-up, implement, report and close out of the grant. To reflect the grant recipient needs and to avoid the management burden of cost extensions and no-cost extensions³⁵, we recommend **increasing the grant duration to three years while keeping the average grant size (\$140,000-\$250,000) the same.**



Proposed Grant Duration: increase grant duration to 3 years

2. Recommendation 2: Support 4 SUN Pooled Fund Grant 'windows'

2	Support 3 SUN Pooled Fund grant 'windows':	SO1	SO2	SO3	SO4
	<ol style="list-style-type: none"> 1. A window supporting Government-led Multistakeholder platforms (all stakeholders) 2. A window supporting Civil Society Alliances (CSAs) and 3. A window supporting SUN Business Networks (SBN) 4. A window supporting Fragile and Conflict Affected States 				
	<p>Targeting these Intermediate Results:</p> <ul style="list-style-type: none"> ▪ IR 1: Strengthened multistakeholder policy and advocacy, ▪ IR 2: Strengthened aligned priorities through Multistakeholder and Multisectoral National Nutrition Responses, ▪ IR 3: Strengthened multistakeholder coordination and implementation of country technical assistance and capacity development plans; ▪ IR4. Strengthened government-led multistakeholder governance and coordination for mutual accountability for results for the implementation, finance and resource mobilization of multisectoral nutrition plans. <p>These four IRs are captured in the SUN Strategy's Results Framework (Figure 4)</p> <ul style="list-style-type: none"> ▪ The Pooled Fund will ensure it pays attention to a number of cross-cutting themes: gender equality, youth engagement, climate & environment, private sector engagement, capacity development, mutual accountability and alignment with country priorities and context. ▪ The Fund will encourage joint window applications and implementation, bringing together the strengths of academia, civil society, business, UN and government) 				

2.1 Proposed Windows [Separate Call for Proposals]

The consultant team recommends four main separate funding window-cycles for appropriate evaluation design, criteria and overall grants management: 1. Government-led Multistakeholder Platform (MSP) Coordination & Governance Support, 2. Civil Society Alliances, 3. SUN Business Networks and for Fragile and Conflict Affected States (FCAS)

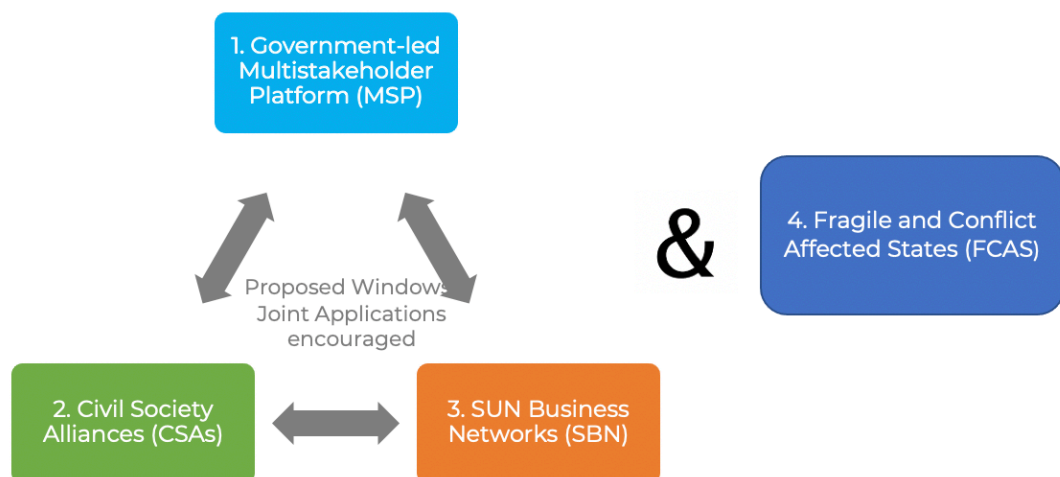
³⁵ The SUN Pooled Fund grants management team processed requests for extensions. The grantees were asked for the updated budget for actuals, as well as the most recent indicator sheet, and an official extension letter request and the purpose for the request, the old and new budget, burn down rates, etc. The old and new scope were examined. Many grant applicants requested an extension during the COVID-19 pandemic. The SMS Country Liaison Team was involved in the decision for the extension along with the Pooled Fund Management team.

(see recommendation 4). The proposed SUN Pooled Fund 3.0 Results Framework (Figure 4) aligns directly with the SUN 3.0 overall four strategic objectives (SOs)³⁶, and then has 4 corresponding intermediate results (IRs) that directly contribute to these SOs:

- **IR 1:** Strengthened multistakeholder policy and advocacy;
- **IR 2:** Strengthened aligned priorities through Multistakeholder and Multisectoral National Nutrition Responses;
- **IR 3:** Strengthened multistakeholder coordination and implementation of country technical assistance and capacity development plans; and
- **IR4:** Strengthened government-led multistakeholder governance and coordination for mutual accountability for results for the implementation, finance and resource mobilization of multisectoral nutrition plans.

Under each SO and IR are the three 'windows' related SOs that are related directly to the CSN³⁷ and SBN³⁸ strategies (there is no MSP strategy). The proposed 'windows' are keeping in mind that this funding is continuing to fund catalytic activities that donors have not benchmarked funding for in their current central or bilateral funding streams.

Under each SO and IR are the three 'windows' [separate call for proposals] related SOs that are related directly to the CSN³⁹ and SBN⁴⁰ strategies (there is no MSP strategy). In subsequent sections, more details are provided about each window and related measurable results; however, Table 5 summarizes the purpose, eligibility, proposed timeframe for implementation and proposed average grant amount.



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³⁶ SO 1: To Strengthen and sustain strong policy and advocacy to position nutrition outcomes; SO 2: To Develop and align shared country priorities for action; SO 3: To Build and strengthen country capacity with technical assistance and knowledge management; and SO 4: To ensure SUN governance promotes country leadership and government responsibilities, aligns resources and strengthens mutual accountabilities

³⁷ SUN Civil Society Network. "Scaling Up Nutrition Civil Society Network 3.0 Strategy," May 17, 2021. <https://www.suncivilsociety.com/the-sun-civil-society-network-launches-its-new-5-year-strategy/>.

³⁸ "SUN Business Network Strategy 3.0 [2021-2025]." Scaling up Nutrition (SUN) Movement Business Network Secretariat, January 2022.

³⁹ SUN Civil Society Network. "Scaling Up Nutrition Civil Society Network 3.0 Strategy," May 17, 2021. <https://www.suncivilsociety.com/the-sun-civil-society-network-launches-its-new-5-year-strategy/>.

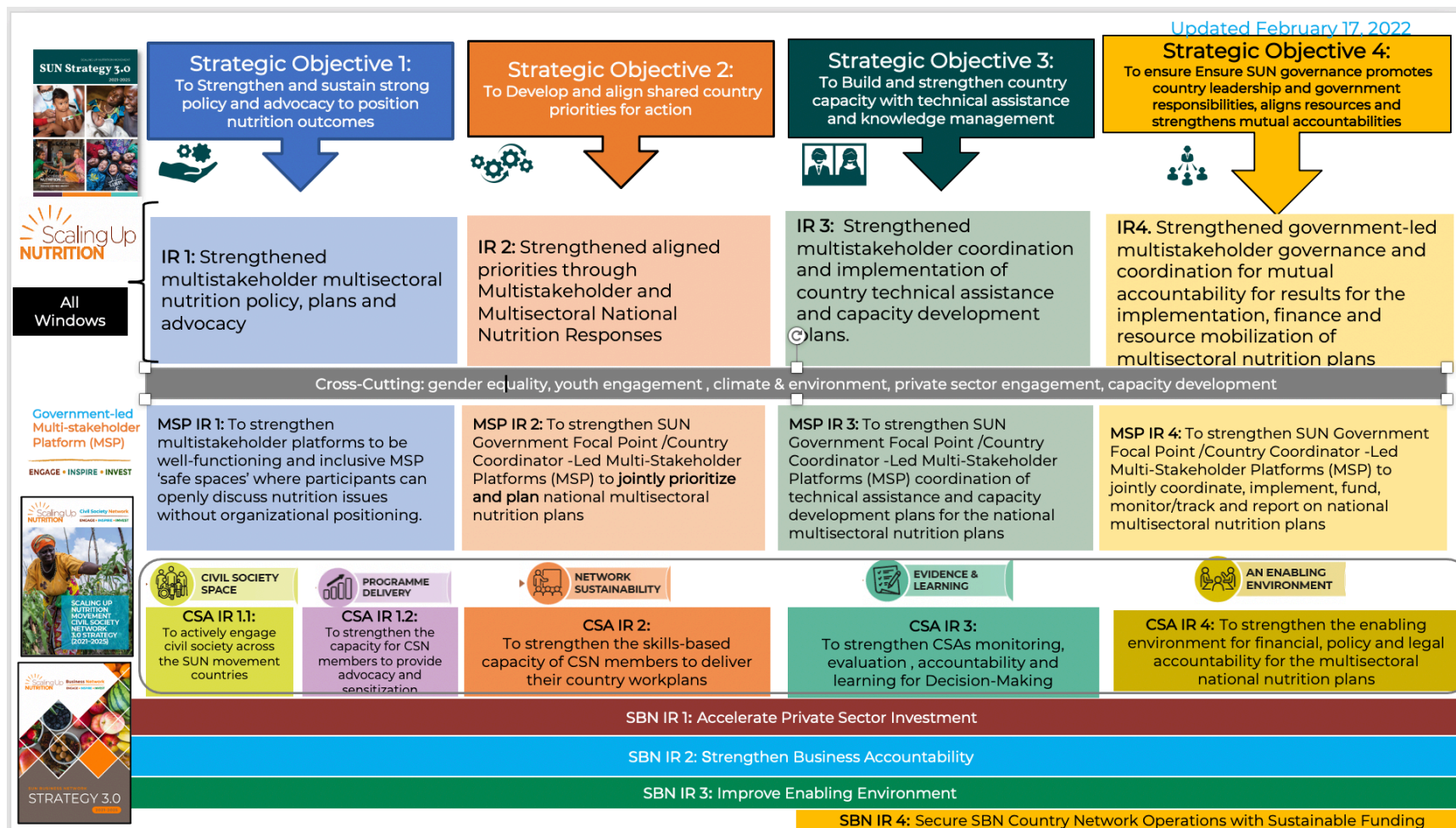
⁴⁰ "SUN Business Network Strategy 3.0 [2021-2025]." Scaling up Nutrition (SUN) Movement Business Network Secretariat, January 2022.

Table 5: Proposed SUN Pooled Fund 3.0 'Windows'-Cycles (2023-2025)

Statement of Work Purpose/Objectives	Eligibility Requirements	Proposed Timeframe	Average Proposed Grant (\$USD)
1. Government-led Multistakeholder Platform (MSP) Coordination & Governance Support			
The Government-led multi-stakeholder platforms window is intended to support catalytic government-led MSPs to lead, coordinate all stakeholders and sectors through a multistakeholder platform to implement and manage the overall national multisectoral nutrition response. It is expected that the MSP platform will be strengthened to ensure mutual accountabilities while developing the institutional and human capacity of the government to manage the overall response.	<ul style="list-style-type: none"> -Involvement of host government -Involvement of Government focal person - Involvement of multistakeholder platform and MSP members -Partnership with UNN, CSA or SBN 	3 years	\$100-\$250,000
2. Civil Society Alliances; (both new and continuing)			
The Civil Society Alliance window is intended to support both new and continuing country CSAs to actively engage civil society in the national multisectoral nutrition response, focusing on catalytic advocacy approaches, while sustaining the network, and strengthening CSA involvement in decision-making and holding the government and other stakeholders accountable for national nutrition results.	New & Continuing CSAs <ul style="list-style-type: none"> -Country-registered CSA -Partnership with SUN government focal point, UNN or SBN 	3 years	\$100-\$250,000
3. SUN Business Networks (SBN)			
The intention of the SUN Business Network window is to support catalytic country SBNs with the aim to stimulate improved business practices for nutrition, maximizing the contribution of businesses operating in SUN countries, this includes accelerating private sector investment, strengthening business accountability and empowering SBNs to accelerate investments in the country-led SBN so that they can be sustainable with the goal of becoming independent.	<ul style="list-style-type: none"> -New SUN Business Networks -Continuing SUN Business Network- -Applying on behalf of the country SBN -Country registered SBN -Partnership with SUN government focal point, UNN or CSA 	3 years	\$100-\$250,000
4. Fragile and Conflict-Afflicted States (FCAS)			
The intention of the FCAS window is to respond to fragile and conflict-affected states by giving them a stronger voice and role for humanitarian actors to support the 'Humanitarian-development nexus (HDN) for nutrition. Activities would support reaction to sudden changes in the operating environment, risk-informed planning and decision-making and coordination and co-location of humanitarian and development actors.	World Bank designation of Fragile and Conflict-Afflicted States (FCAS) focus FY22 List of Fragile and Conflict-Afflicted Situations countries⁴¹	3 years	\$100-\$250,000

⁴¹ The currently classified FCAS countries according to the World Bank classification are (FY 2022): Afghanistan, Burkina Faso, Burundi, Cameroon, Central African Republic, Chad, Congo, Ethiopia, Guinea-Bissau, Haiti, Mali, Mozambique, Myanmar, Niger, Nigeria, Somalia, South Sudan, Sudan, Timor-Leste, Yemen, Zimbabwe. (Source: "FY22 List of Fragile and Conflict-Afflicted Situations." The World Bank Group, 2021. <https://thedocs.worldbank.org/en/doc/bb52765f38156924d682486726f422d4-0090082021/original/FCSList-FY22.pdf>.)

Figure 4: Proposed SUN Pooled Fund 3.0 Results Framework



Source: Authors of this report, 2022.

2.1.1. Government-led Multistakeholder Platform (MSP) Coordination & Governance Support

Multi-sector and multistakeholder platforms (MSPs) are semi-structured processes that allow actors from different sectors and government departments to come together to work around a shared set of concerns.⁴² The MSP is responsible for coordination, resource mobilization, technical support, and learning.

SUN countries are trying to bring sectors and stakeholders together for multisectoral and Multi-Stakeholder Platforms to prioritize, plan, fund, implement, monitor and track/report on national multisectoral nutrition plans, aligning their activities behind national objectives through common results frameworks. The strategic review found that SUN government focal points have not been organized globally as a network⁴³ despite a SUN movement that is supposed to be **country-led and country-driven** that promote context-specific engagement for the national nutrition agenda and overall response, supported by members of the SUN Networks. At country level, the main hub for alignment is the SUN Government Focal Point / Country Coordinator and the SUN country teams.⁴⁴ It has been well recognized that in some countries the MSP mechanisms are not well established and/or not all nutrition relevant stakeholders are participating.⁴⁵ There are frequently changing nutrition focal points within governments, changing staff of UN-agencies and international non-governmental organizations (INGOs), and high turn-over within the SUN country network support structures, which have been identified as one of the biggest challenges for scaling up nutrition. There are different forms of arrangements at the country level in which MSPs are being coordinated including through existing Development Partners Groups (DPG) (often stemming from the health development partner groups), sometimes UN-led or donor led multistakeholder platforms. Even though many good entry points for joint planning and joint action exist, the full potential has yet to be used. SUN 3.0 provides the space for this and can make it happen through its convening power at different levels.

According to the SUN strategic review for Kenya, “the process alone of transitioning from a national plan and MSP to localized structures, plans and programs has required the leveraging of SUN Pooled Fund resources, DFID-funded support through the TAN mechanism and financial contributions from SUN country networks, namely Kenya’s SUN UNN and member organizations of the SUN CSA.”⁴⁶

⁴² “Multi-Sectoral and Multi-Stakeholder Platforms (MSPs) for Nutrition: Designing for Effectiveness: Overview Brief.” Scaling Up Nutrition Movement Secretariat, June 2019.

⁴³ “UN Network Feedback on the Draft Report of the SUN Strategic Review.” United Nations Nutrition Network, May 2020. <https://scalingupnutrition.org/wp-content/uploads/2020/05/UNN-Feedback-SUN-Movement-SR.pdf>.

⁴⁴ “Report to the SUN Movement Lead Group.” Geneva, Switzerland: Operationalization Group (OPs Group), June 9, 2021. https://scalingupnutrition.org/wp-content/uploads/2021/10/SUN_Consolidated_OpsGroup_Report_210610.pdf.

⁴⁵ “Report to the SUN Movement Lead Group.” Geneva, Switzerland: Operationalization Group (OPs Group), June 9, 2021. https://scalingupnutrition.org/wp-content/uploads/2021/10/SUN_Consolidated_OpsGroup_Report_210610.pdf.

⁴⁶ “Strategic Review of the Scaling up Nutrition (SUN) Movement, 2019-2020 Final Report.” Maximizing of Scaling up Nutrition Plus (MQSUN+), April 3, 2020. https://scalingupnutrition.org/wp-content/uploads/2020/04/SUN-Strategic-Review-Final-Report_ENG.pdf.

The Pooled Fund was initially intended to be a source of funding for MSPs in participating SUN countries “to promote engagement of additional relevant actors in the implementation, monitoring and evaluation of multisectoral and multi-stakeholder national plans for nutrition at national and subnational level[s] ... and to support catalytic and innovative projects which contribute to ... national plans to scale up nutrition.”⁴⁷ It is recommended to continue this inertia and support the strategic review recommendation number 11—to develop a country-driven, country-led and country-centered SUN Movement strategy⁴⁸, and the OPs group recommendation 5, “to prioritize investment in multi-stakeholder mechanisms and strong institutional nutrition coordination in countries, and to ensure SUN country-based representation, including Parliamentarians, across all governance structures, including the SUN Executive Committee, SUN Network governance structures, and corresponding regional platforms.”⁴⁹

The consultant team recommends to continue to prioritize emphasis on strengthening **government-led multi-stakeholder platforms to improve the multisectoral coordination and the mobilization of other funds, and to lead the engagement process and improve governance for nutrition.** Again, it will be important for the SUN Pooled Fund to be flexible for countries to advance their own agenda based on their realities.

1. Government-led Multistakeholder Platform (MSP) Coordination & Governance Support



Government-led Multi-stakeholder Platform (MSP)

MSP IR 1: To strengthen multistakeholder platforms to be well-functioning and inclusive MSP ‘safe spaces’ where participants can openly discuss nutrition issues without organizational positioning.

MSP IR 2: To strengthen SUN Government Focal Point /Country Coordinator -Led Multi-Stakeholder Platforms (MSP) to **jointly prioritize and plan** national multisectoral nutrition plans

MSP IR 3: To strengthen SUN Government Focal Point /Country Coordinator -Led Multi-Stakeholder Platforms (MSP) coordination of technical assistance and capacity development plans for the national multisectoral nutrition plans

MSP IR : To strengthen SUN Government Focal Point /Country Coordinator -Led Multi-Stakeholder Platforms (MSP) to jointly coordinate, implement, fund, monitor/track and report on national multisectoral nutrition plans

Illustrative Activities /Areas of Support:

- Review national nutrition policies and strategic documents to identify potential government focal point and SUN country network opportunities and synergies
- Support to “build a network of SUN Country Focal Points” and strengthen the communication between the Focal Points and the four SUN global networks.⁵⁰
- Increasing participation in the government-led MSP by a wide range of national nutrition stakeholders, including Parliamentarians. The participants should learn how to assign, carry out and monitor decisions.

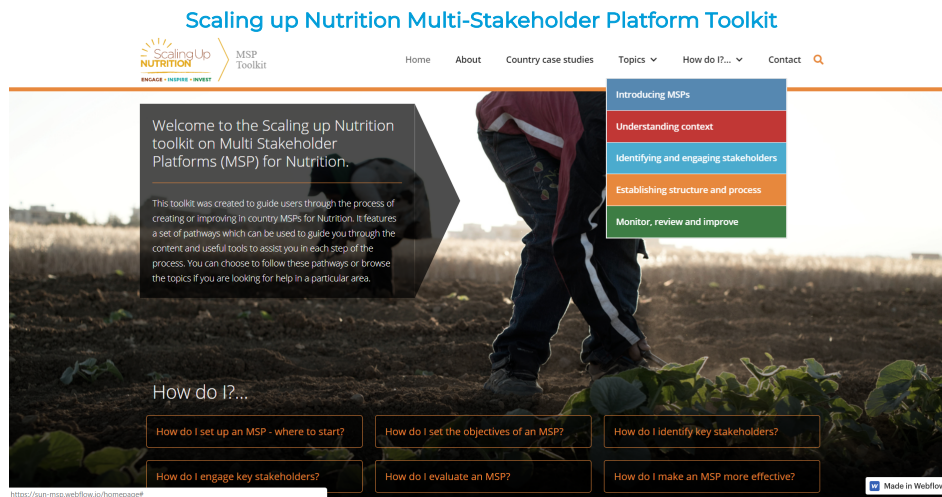
⁴⁷ “Strategic Review of the Scaling Up Nutrition (SUN) Movement, 2019–2020 Final Report.” Maximizing the Quality of Scaling up Nutrition (MQSUN), United Kingdom Department of International Development (DFID), April 3, 2020. https://scalingupnutrition.org/wp-content/uploads/2020/04/SUN-Strategic-Review-Final-Report_ENG.pdf.

⁴⁸ “Strategic Review of the Scaling up Nutrition (SUN) Movement, 2019-2020 Final Report.” Maximizing of Scaling up Nutrition Plus (MQSUN+), April 3, 2020. https://scalingupnutrition.org/wp-content/uploads/2020/04/SUN-Strategic-Review-Final-Report_ENG.pdf.

⁴⁹ “Report to the SUN Movement Lead Group on the Implementation of the OPs Group Recommendations ‘Implementation Report.’” Geneva, Switzerland: Scaling up Nutrition Movement, Operationalization Group (Ops Group), September 2021. <https://scalingupnutrition.org/wp-content/uploads/2021/10/Ops-group-report-II-30092021.pdf>.

⁵⁰ “Strategic Review of the Scaling Up Nutrition (SUN) Movement, 2019–2020 Final Report.” Maximizing the Quality of Scaling up Nutrition (MQSUN), United Kingdom Department of International Development (DFID), April 3, 2020. https://scalingupnutrition.org/wp-content/uploads/2020/04/SUN-Strategic-Review-Final-Report_ENG.pdf.

- Facilitating the government use and implementation of the **Multi Stakeholder Platform Design Toolkit and training course**^{51 52 53}: In 2019-2021, two user-friendly and informative toolkits were launched, with support from SUN Movement partners, to guide member States create or improve multi-stakeholder platforms and to carry out multi-sectoral planning for nutrition.⁵⁴



- Establishing a **monitoring and onboarding mechanism and training to ensure that SUN Government Focal Points / country coordinators** receive the appropriate support to efficiently and effectively carry out their respective mandates.
- Joint MSP Work planning**: This may include a government focal point linkages with the SUN Networks/similar stakeholder-based nutrition coordination structures to conduct joint work planning for the national multisectoral nutrition response. Support the alignment of joint network country level action plans.⁵⁵
- Country Resource Mobilization/Financing Strategies**: Support for SUN government-led MSP fundraising and sustainability resource mobilization strategy. Identification of gaps in countries' technical support for finance; working with partners and finding models to address these gaps.⁵⁶
- Development of **country-level advocacy frameworks** and plan of action as part of their workplan and facilitate country consultations to support the integration of nutrition in National Development Plans and other foundational documents.
- Advocacy efforts to target national governments**, upon request and in support of the SUN Government Focal Point/Country Coordinator, on embedding nutrition within National Development Plans and other foundational documents, including national legislation. This would include support for country-led MSP political advocacy and leadership at all levels of SUN. This aligns with the strategic review recommendation

⁵¹ (<https://msptoolkit.scalingupnutrition.org/>)

⁵² "Multi-Stakeholder (MSP) Design Toolkit." Scaling up Nutrition Movement Secretariat, Institute for Development Studies (IDS), Nutrition International, Funded by the Department for International Development (DFID), 2019.

⁵³ This product was prepared by the Institute of Development Studies (IDS), with support from the SUN Movement Secretariat and Nutrition International, formerly the Micronutrient Initiative (MI), under the Technical Assistance for Nutrition (TAN) project, funded with UK aid from the UK government.

⁵⁴ "New Tools: Multi-Sectoral Planning and Designing Multi-Stakeholder Platforms -." Accessed January 24, 2022. <https://scalingupnutrition.org/new-tools-multi-sectoral-planning-and-designing-multi-stakeholder-platforms/>.

⁵⁵ "Summary of the SUN Business Network's (SBN) Response to the SUN Strategic Review." Scaling up Nutrition (SUN) Movement, SUN Business Network, May 2020. <https://scalingupnutrition.org/wp-content/uploads/2020/05/SBN-Global-and-National-SR-Response.pdf>.

⁵⁶ ReliefWeb. "Scaling Up Nutrition (SUN) Movement Strategy 3.0 [2021-2025] - World." Accessed December 7, 2021. <https://reliefweb.int/report/world/scaling-nutrition-sun-movement-strategy-30-2021-2025>.

10 to develop an advocacy strategy, linked to the objectives of the overarching SUN Movement.⁵⁷

- **Development of Country Capacity** development Plans-driven by country needs for finance and investment for nutrition; Capacity building development planning for MSPs/SUN Country Focal Points
- **Joint Mapping and Analysis:** Conduct government-led multi-stakeholder platforms joint mapping and analysis of national nutrition spending with all the SUN Networks (especially the donor and civil society networks). Developing Frameworks for assessing, mapping and taking action to access increased finance and investment.
- Facilitate use of UNN tools for 1) Nutrition Stakeholder and Action Mapping; 2) Nutrition Capacity Assessment.⁵⁸ These UNN analytics generate action-oriented outputs for the greater nutrition community in-country, helping to inform planning, targeting, resource allocation and other decision-making.
- Support for **SUN Focal person coordinators/facilitators** that can assist the government focal points to coordinate the country response, including coordination of TA and financial mapping and solicitation. As recognized in the strategic review, “In most countries, serving as a Focal Point is not a full-time position, and people in these roles typically have other responsibilities”.⁵⁹ The Pooled fund should be open to fund staff to support the coordination tasks of the SUN FP, this will encourage follow up and reporting against a coordinated joint workplan.⁶⁰
- **Track Annual SUN Country Targets and Commitments:** It is suggested that the SMS facilitate efforts to move beyond individual SUN country commitments to collective country commitments for nutrition.⁶¹
- Conducting joint evidenced-based nutrition advocacy
- Facilitation of peer-to-peer learning
- Channelling and brokering TA requests to optimize capacity development of government staff in view of implementing the national nutrition plans and the MSP roadmap when relevant.

2.1.2. Civil Society Alliances (CSAs)

Networks are important actors across the SUN Movement. Their governance and collaboration are important to be able to deliver at country level and therefore, the role of countries need to be strengthened and networks structures be better integrated and work better together at country, regional and global levels. Continuing to fund CSAs will unlock country-led, locally-sustained nutrition leadership, through supporting the capacity-building of CSAs, and improving the due-diligence process. This support will allow the Pooled Fund to continue providing grants to national NGOs, rather than their better-staffed, resourced and coordinated INGO counterparts.

For the CSA window, two streams should be available depending on country context; for

⁵⁷ “Strategic Review of the Scaling up Nutrition (SUN) Movement, 2019-2020 Final Report.” Maximizing of Scaling up Nutrition Plus (MQSUN+), April 3, 2020. https://scalingupnutrition.org/wp-content/uploads/2020/04/SUN-Strategic-Review-Final-Report_ENG.pdf.

⁵⁸ “UN Network Feedback on the Draft Report of the SUN Strategic Review.” Geneva, Switzerland: United Nations Nutrition Network, May 2020. <https://scalingupnutrition.org/wp-content/uploads/2020/05/UNN-Feedback-SUN-Movement-SR.pdf>.

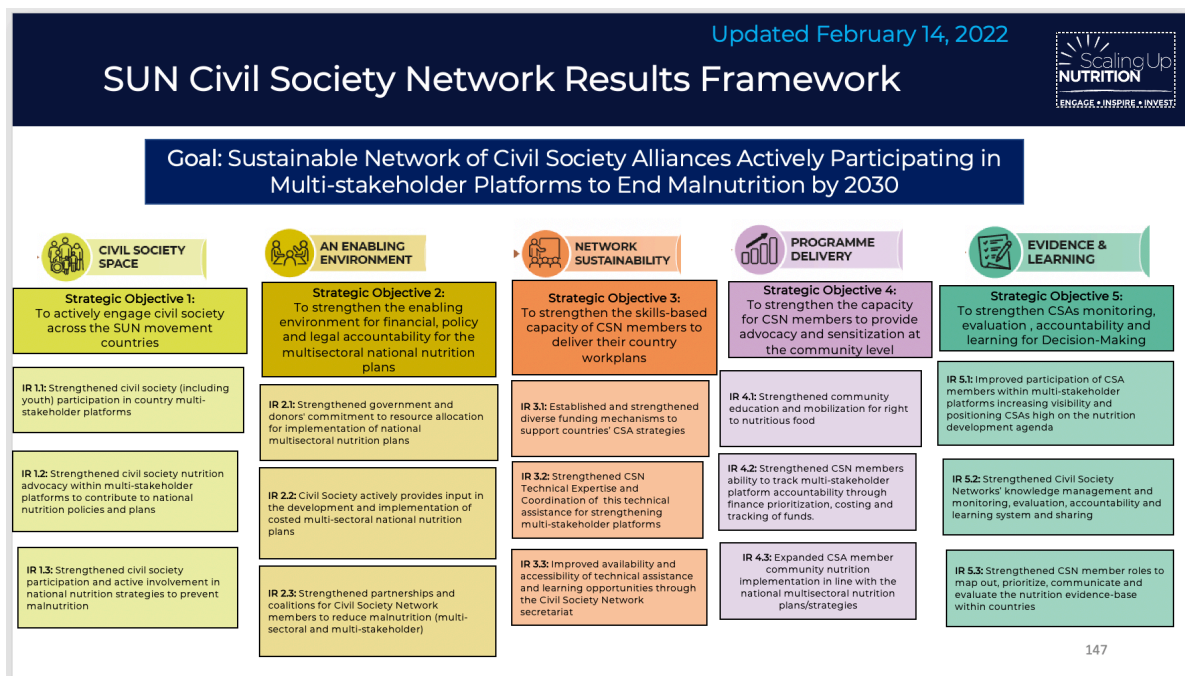
⁵⁹ “Strategic Review of the Scaling up Nutrition (SUN) Movement, 2019-2020 Final Report.” Maximizing of Scaling up Nutrition Plus (MQSUN+), April 3, 2020. https://scalingupnutrition.org/wp-content/uploads/2020/04/SUN-Strategic-Review-Final-Report_ENG.pdf.

⁶⁰ “Summary of the SUN Business Network’s (SBN) Response to the SUN Strategic Review.” Scaling up Nutrition (SUN) Movement, SUN Business Network, May 2020. <https://scalingupnutrition.org/wp-content/uploads/2020/05/SBN-Global-and-National-SR-Response.pdf>.

⁶¹ “UN Network Feedback on the Draft Report of the SUN Strategic Review.” Geneva, Switzerland: United Nations Nutrition Network, May 2020. <https://scalingupnutrition.org/wp-content/uploads/2020/05/UNN-Feedback-SUN-Movement-SR.pdf>.

early-stage networks to establish CBNs; and then for more established networks to implement actions and their new business development/fundraising plans. This window will be important to help catalyze *greater advocacy from within countries themselves* and by including the *participation and representation of grassroots civil society and organizations* in the decision-making processes of SUN. Previously, the lack of financial resources to properly engage those organizations was identified as the main barrier - this has been repeatedly raised in the SUN CSN annual survey for the last four years.⁶² It has been reflected that, “SUN has not sufficiently adapted to the political context of countries in terms of its advocacy efforts.”⁶³ The CSA SUN Pooled Fund 3.0 Proposed Results Framework in Figure 5, provides the SOs and key intermediate results to guide the activities and support for CSAs in countries.

Figure 5: CSA SUN Pooled Fund 3.0 Proposed Results Framework



Source: CSN Secretariat, Save the Children UK, 2022.

Illustrative Activities /Areas of Support:

- **Engage high-level donor and investors** both by and through the SDN and CSN to increase nutrition-sensitive and nutrition-specific financing and investment. This could include CSAs to engage and map out new donors to support them, ideally in conjunction with the SDN (and SBN)
- **Strengthening power imbalances** that civil society alliances face when engaging governments, focal points, and even the SMS. Further, the network like steps to be taken to address these, including better representation of grassroots organisations in central decision-making structures, such as the Lead Group.⁶⁴
- **Development of CSA strategies** or shared document that describes how civil society will engage to support nutrition in the country
- [for new countries] Establishment of a Civil Society Network

⁶² “SUN CSN Strategic Review Survey Feedback.” Scaling up Nutrition Civil Society Network, May 2020.

⁶³ “UN Network Feedback on the Draft Report of the SUN Strategic Review.” United Nations Nutrition Network, May 2020. <https://scalingupnutrition.org/wp-content/uploads/2020/05/UNN-Feedback-SUN-Movement-SR.pdf>.

⁶⁴ “SUN CSN Strategic Review Survey Feedback.” Scaling up Nutrition Civil Society Network, May 2020.

- CSN structures and members empower the most marginalized, including women, youth and minority groups, and make space for each other to be heard.
- **Implementation of costed multisectoral national nutrition plans** with active input from civil society at all stages from planning to evaluation.
- CSAs track sufficient funding for the implementation of national nutrition plans, and hold accountable the government for those commitments.
- Network members at all levels establish multistakeholder and multisectoral partnerships
- Network members **generate nutrition-specific and nutrition-sensitive evidence** to inform both their own and others' approaches to the development, budgeting, implementation and evaluation of nutrition-related policies and plans.

2.1.3. SUN Business Networks (SBNs)

The Pooled Fund has provided grants totaling \$2.9 million to support 12 national SBNs and towards the operations of their two donor convenors-World Food Program (WFP) and the Global Alliance for Improved Nutrition (GAIN). The SUN strategic review recommended that the use of Pooled Fund grants to support SBNs should be avoided and rather that these networks can and should be funded by private-sector partners.⁶⁵ However, the SBN responded⁶⁶ that multinationals will not be inclined to fund the SBN when they pay membership fees for global business initiatives which aim to address malnutrition so the recommendation that National SBNs will be able to find long-term, reliable, donor support for the next five years is not possible.

The independent evaluation of the SBN (2020) and SUN Mid Term Review (2019) found that: the SBN's core focus on organizing small and medium enterprises (SMEs) at country level to act and invest in nutrition – through linkages to investors and technical assistance (TA) – is achieving impact and represents a robust value-add to the SUN Movement; Further collaboration between the SBN and SUN Governments and SUN Networks is essential to create an enabling environment that incentivizes responsible business actions and investments.⁶⁷

There is very little attention paid to the role of the SUN Business Network in attaining enhanced private sector engagement in national nutrition agendas. There is need to strengthen SBN structures within SUN countries to enable private sector to contribute sustainably to nutrition.⁶⁸ Moving forward, two streams should be available under this window depending on country context; for early-stage networks to establish SBNs; and then for more established networks to implement actions.⁶⁹ Figure 6 presents the proposed SUN Business Network SUN Pooled Fund results framework in which activities would be implementing against.

⁶⁵ "Strategic Review of the Scaling up Nutrition (SUN) Movement, 2019-2020 Final Report." Maximizing of Scaling up Nutrition Plus (MQSUN+), April 3, 2020. https://scalingupnutrition.org/wp-content/uploads/2020/04/SUN-Strategic-Review-Final-Report_ENG.pdf.

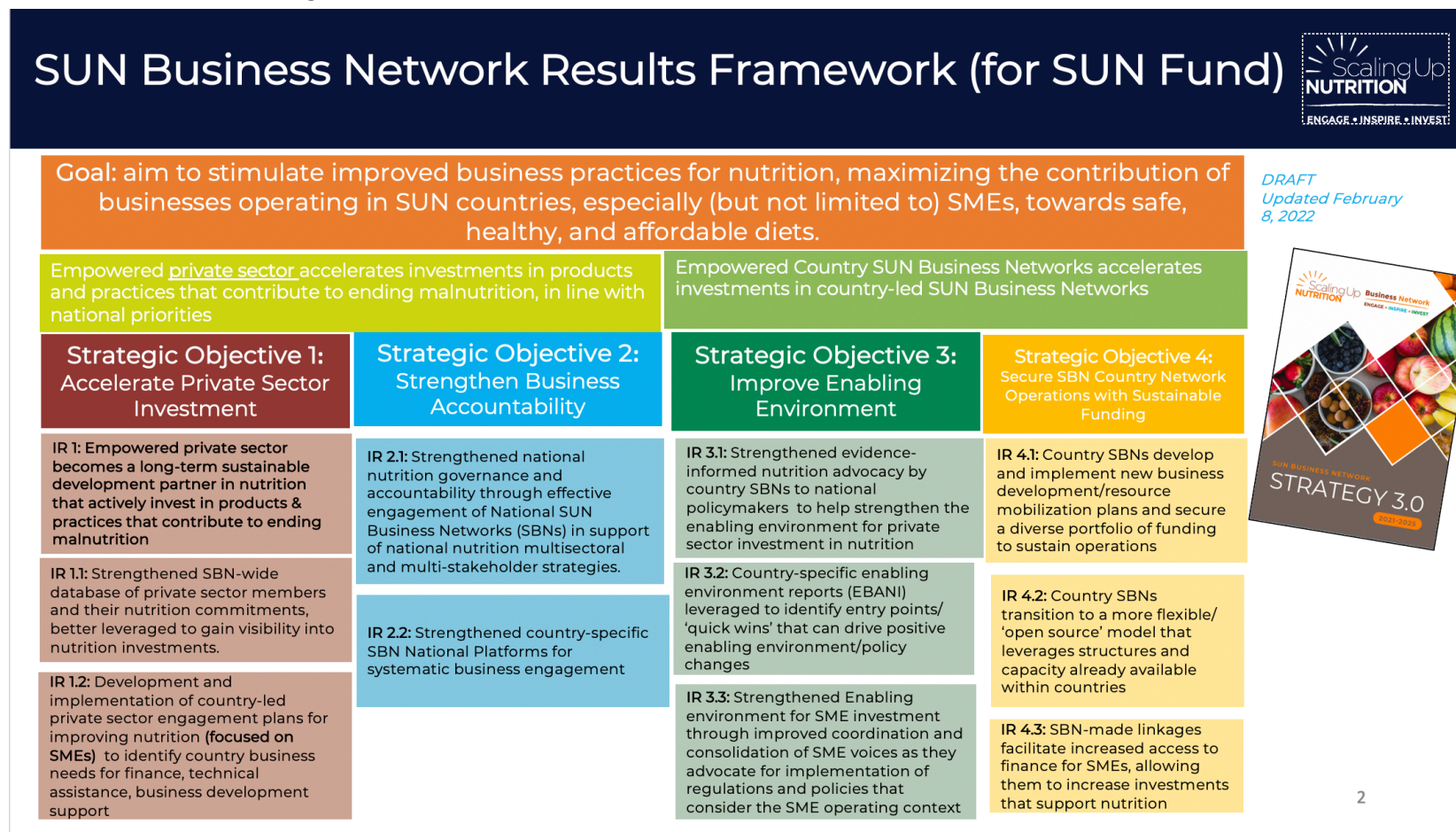
⁶⁶ "Summary of the SUN Business Network's (SBN) Response to the SUN Strategic Review." Scaling up Nutrition (SUN) Movement, SUN Business Network, May 2020. <https://scalingupnutrition.org/wp-content/uploads/2020/05/SBN-Global-and-National-SR-Response.pdf>.

⁶⁷ "Summary of the SUN Business Network's (SBN) Response to the SUN Strategic Review." Scaling up Nutrition (SUN) Movement, SUN Business Network, May 2020. <https://scalingupnutrition.org/wp-content/uploads/2020/05/SBN-Global-and-National-SR-Response.pdf>.

⁶⁸ "UN Network Feedback on the Draft Report of the SUN Strategic Review." Geneva, Switzerland: United Nations Nutrition Network, May 2020. <https://scalingupnutrition.org/wp-content/uploads/2020/05/UNN-Feedback-SUN-Movement-SR.pdf>.

⁶⁹ "Summary of the SUN Business Network's (SBN) Response to the SUN Strategic Review." Scaling up Nutrition (SUN) Movement, SUN Business Network, May 2020. <https://scalingupnutrition.org/wp-content/uploads/2020/05/SBN-Global-and-National-SR-Response.pdf>.

Figure 6: SUN Business Network SUN Pooled Fund Results Framework



SBN Cross Cutting Priority Areas 2021-2025 for SUN Pooled Fund:

- **Supporting Small and Medium Enterprises (SMEs) at Scale:** Brokering strategic partnerships with investors and TA providers that facilitates the provision of technical and financial support to members.
- **Women and Youth Engagement:** Develop targeted services that promote Women Entrepreneurs in Food Systems)/youth-led businesses and provide support to overcome challenges women and youth face in initiating or operating businesses in nutritious value chains.

Illustrative Activities /Areas of Support:

- Development of an **engagement strategy and action plan**⁷⁰ to generate the highest level of political momentum and commitment for nutrition in alignment with country priorities Together with the SUN Donor, Business, and the Civil Society Network, as well as UN Nutrition, the Lead Group, ExCom, and SUN Coordinator
- Engage **high-level donor and investors**⁷¹ both by and through the SDN and SBN target increased nutrition-sensitive and nutrition-specific financing and investment.
- Support a coordinating position at country level to **facilitate joint annual network workplans** and report into the SUN FP on a regular basis. The development of joint plans will improve coordination and accountability.⁷²
- **Engage multinationals** as an important role as investors or TA providers for the small medium enterprises (SME) sector
- Transition ownership of National SBNs to national business associations
- Develop **partnerships for SBNs with CSNs for joint action** supporting SUN 3.0 Strategy especially for 1) Develop and align shared country priorities for action (objective 2) and 2) Ensure SUN governance promotes country leadership and government responsibilities, aligns resources and strengthens mutual accountabilities (objective 4)
- National SBNs Champion or members of National SBN governance structure should be used to **support National advocacy plans**.⁷³
- Building initiatives targeted for SMEs, financing and implementation of innovative business models

2.2 Incentives for Joint Applications

One challenge identified in the SUN Pooled Fund evidence package was the limited collaboration amongst in-country networks, leading to lost opportunities for enhanced impact.⁷⁴ Better coordination among SUN networks in-country is needed to achieve greater impact. This is lacking in many countries as networks are not working together.

The Pooled Fund will **incentivize the development of joint proposals emanating from two or more in-country networks (or government-led MSP), and ideally build on joint**

⁷⁰ Together with the SUN Donor, Business, and the Civil Society Network, as well as UN Nutrition, the Lead Group, ExCom, and SUN

⁷¹ Together with the SUN Donor, Business, and the Civil Society Network, as well as UN Nutrition, the Lead Group, ExCom, and SUN

⁷² "Summary of the SUN Business Network's (SBN) Response to the SUN Strategic Review." Scaling up Nutrition (SUN) Movement, SUN Business Network, May 2020. <https://scalingupnutrition.org/wp-content/uploads/2020/05/SBN-Global-and-National-SR-Response.pdf>.

⁷³ "Summary of the SUN Business Network's (SBN) Response to the SUN Strategic Review." Scaling up Nutrition (SUN) Movement, SUN Business Network, May 2020. <https://scalingupnutrition.org/wp-content/uploads/2020/05/SBN-Global-and-National-SR-Response.pdf>.








⁷⁴ "SUN Pooled Fund Evidence Package." United Nations Office for Project Services (UNOPS), Scaling Up Nutrition Movement Secretariat, 2020. https://scalingupnutrition.org/wp-content/uploads/2021/02/Annexe_1_Evidence_Package.pdf.

strategies. It should also be considered to also leverage the annual Joint Annual Assessments as a means to discuss opportunities and collective ideas.

2.3 Cross-Cutting Grant Criteria & Success Factors

As per the new SUN 3.0 strategy, and from recommendations from the OPs group⁷⁵, as well as themes that were emphasized during the KIIs and FGDs we recommend the cross-cutting criteria & success factors in Table 6 that include: **gender equality, youth engagement⁷⁶, private sector engagement, capacity development, mutual accountability, climate and environment, and alignment with country priorities and context.**


Table 6: Cross-Cutting Grant Criteria & Success Factors

<p>Gender Equality</p> 	<p>Youth Engagement</p> 	<p>Private Sector Engagement</p> 	<p>Capacity Development</p> 
<p>Women and girls play a prominent role in network structures, gender transformative approaches are piloted and shared, and gender-sensitive leadership models are promoted within and beyond the SUN Movement.</p>	<p>Youth leadership is core to delivery on the network's strategic objectives, and the Youth Leaders for nutrition program is expanded across the Movement.</p>	<p>Private sector enterprises are the single most powerful force for lifting lives, strengthening communities, and accelerating sustainable development and are key to the goal to end the SUN movement in 2030.</p>	<p>Build and strengthen country capacity with technical assistance and knowledge management.</p>
<p>Mutual Accountability</p> 	<p>Aligned with Country Priorities & Context</p> 	<p>Climate & Environment</p> 	<p>Grant Cross-Cutting Grant Criteria</p>
<p>All stakeholders embrace routine mutual accountability - strengthen mutual accountability for results by aligning priorities, and tracking the implementation of multisectoral nutrition plans.</p>	<p>Activities should be according to the country context and country needs recognizing the nature of the SUN Movement as a global, social movement and the differences across each national context.</p>	<p>Activities should reflect on potential negative or positive climate-related effects of projects include increases in greenhouse gas emissions and greater vulnerability to climate change.</p>	

⁷⁵ Report to the SUN Movement Lead Group." Geneva, Switzerland: Operationalization Group (OPs Group), June 9, 2021. https://scalingupnutrition.org/wp-content/uploads/2021/10/SUN_Consolidated_OpsGroup_Report_210610.pdf.

⁷⁶ The strategic review recommended to "Encourage existing networks to be more inclusive of young people. Rather than create a separate network, it is recommended that existing SUN networks are more proactive in involving young people and that the CSN take steps to promote inclusion of youth organizations in national CSAs."

3. Recommendation 3: Support Targeted Technical Assistance Focused on Resource Mobilization

	SO1	SO2	SO3	SO4
<p>3 Support Targeted Technical Assistance Focused on Resource Mobilization directed towards in-country SUN MSPs, CSA/SBN networks for an Exit Strategy from the SUN Pooled Fund by 2030</p> <ul style="list-style-type: none"> Also consider TA to empower governments to better manage and coordinate MSP stakeholders (coaching and support for institutional capacity) 				

One of the guiding questions of this review was, “*What has to be put in place (structures/ investments) so that by 2030 Pooled Fund grant support will be able to close down?*” In order to be able to ensure their own financial sustainability, country-networks (CSA or SBN) and MSP applicants need strong resource-mobilization capacity. Throughout this review, grant recipients expressed the need for targeted technical assistance for resource mobilization and financial sustainability.⁷⁷ Such support would be in line with SUN’s recent Mutual Accountability framework⁷⁸, and the recommendation from the Pooled Fund 3.0 Brainstorming Session⁷⁹:

“The Pooled Fund should support SUN countries by strengthening institutional capacity for additional resources for nutrition (public/private, blended financing) and to fill knowledge gaps on nutrition financing.”

The strategic review recognized the need to provide technical assistance in line with *country priorities and contexts which may require a different approach to TA (e.g., providing longer-term or mentoring support rather than short-term inputs)*.⁸⁰

This review proposes that funding is set aside through the SUN Pooled Fund to support targeted technical assistance for resource mobilization that can be available to directly coach and mentor grant recipients. This resource mobilization/fundraising support will allow grant recipients to diversify their income, and build their financial resilience to offset development funding trends.

The support for resource mobilization will help grant recipients have a more detailed timeline to “exit” out of SUN Pooled fund funding and help bring more focus and orientated actions within phase 3.0 of the SUN movement. As the strategic review stated, if it is clear to work towards a specific deadline (of 2030), countries, partners and SUN will

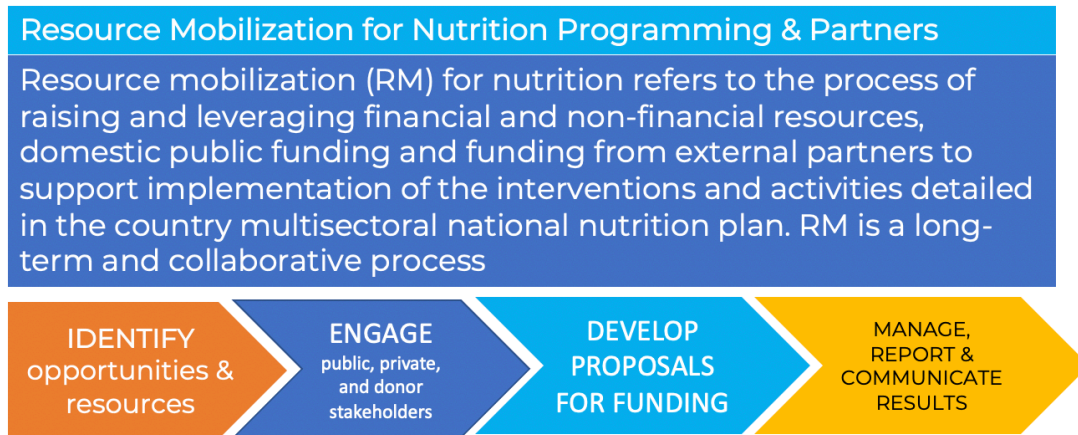
⁷⁷ “SUN CSN Strategic Review Survey Feedback.” Scaling up Nutrition Civil Society Network, May 2020.

⁷⁸ “SUN Movement 3.0: Mutual Accountability Framework (MAF).” Geneva, Switzerland: Scaling up Nutrition Movement, 2021.

⁷⁹ “Summary: Pooled Fund 3.0 Brainstorming Sessions.” Geneva, Switzerland: United Nations Office for Project Services (UNOPS), April 7, 2021.

⁸⁰ “Strategic Review of the Scaling up Nutrition (SUN) Movement, 2019-2020 Final Report.” Maximizing of Scaling up Nutrition Plus (MQSUN+), April 3, 2020. https://scalingupnutrition.org/wp-content/uploads/2020/04/SUN-Strategic-Review-Final-Report_ENG.pdf.

be able to better plan and focus future efforts in the SUN movement.⁸¹



Source: Adapted from "Resource Mobilization for Scaling Up Nutrition Advocacy Tools and Resources for Country Action," Maximizing the Quality of Scaling up Nutrition (MQSUN), United Kingdom Department of International Development (DFID), October 2020. https://mqsunplus.path.org/wp-content/uploads/2020/10/089_Resource-Mobilisation_Advocacy-tools-narrative_26Oct20.pdf.

Country stakeholders could decide, as part of their application to the Pooled Fund, to include funding for Technical Assistance focused on increasing country-level *resource-mobilization* capabilities or for empowering governments to manage and coordinate stakeholders through the Multistakeholder Platform. The Call for Proposals will make that clear, and will describe the types and scope of possible support (e.g., proposal development, identifying funding sources, etc.). The assessment of each request will take into account actual capacities and needs, the coherence of the proposed 'sustainability strategy', and other considerations to be developed by the Pooled Fund Secretariat.

Illustrative Activities /Areas of Support:


- Assist with the *program development process*: solicitation documents, opportunity assessment; Proposal Development, Writing, and Submission; technical proposal writing; Cost Application; certifications and requirements; Proposal Review (proposal submission, post submission; donor review); Funding Award process; Program Development in Your Country; Steps in the Program Development Process; Funding: Bid or no Bid?; Current Country-Funded Program Analysis Matrix; Meeting with potential donors and partners; developing capacity statements; Tracking new business development opportunities; Proposal Development (proposal tools and templates, pre-proposal, proposal review, reviewing contracts/budget, bid decision, selection of proposal team, contacting possible partners, collaborators/staff);
- Assist with **proposal development** (outline technical proposal, create proposal schedule and administrative checklist, writing the technical proposal, executive summary, background, goals and objectives, technical approach, recruiting & personnel, management section, corporate capability, templates⁸²).
- **Coach and teach the team skills in proposal development** including preparation of technical narratives, budgets, monitoring and evaluation plans, capacity statements, curriculum vitae (CVs) and past performance references, etc.

⁸¹ "UN Network Feedback on the Draft Report of the SUN Strategic Review." Geneva, Switzerland: United Nations Nutrition Network, May 2020. <https://scalingupnutrition.org/wp-content/uploads/2020/05/UNN-Feedback-SUN-Movement-SR.pdf>.

⁸² Templates may include: Teaming Agreement Template, Sample Branding Strategy and Marking Plan, Technical Proposal Outline Template, Past Performance References, Management Plan Template, Work plan Template, 1 page CV Template, 2–3-page CV Template, Profile paragraph Template, Personnel Template, Cover letter template, Sample Email Submission

- Assist with the development and implementation of a **resource mobilization strategies** to coordinate and initiate future resource mobilization activities.
- Coach the country network or government focal person/MSP team in resource mobilization and developing and executing a new business development plan
- Focus on **developing capacity for Resource Mobilization** for sustainability of both CSAs and SBNs
- Assist with the development of grant recipient **investable nutrition business cases**⁸³ that secure and leverage funds from global and domestic resources for programs and platforms.⁸⁴
- **Help identify public, private and donor funding sources**⁸⁵ and exploring other funding sources such as future cost sharing⁸⁶, leveraging additional resources⁸⁷,

4. Recommendation 4: Designate up to 30% of all SUN Pooled Fund Grants for Fragile and Conflicted Affected Situations

	SO1	SO2	SO3	SO4
4	Designate up to 30% of all SUN Pooled Fund Grants for Fragile and Conflicted Affected Situations (FCAS)			

It is clear that challenges are greatest in conflict-affected and fragile contexts requiring a stronger link between humanitarian and development efforts to reduce humanitarian needs through inclusive risk-informed development programming.⁸⁸ It has been identified that coordinated and pro-active risk-informed support to FCAS and countries affected by disruptive events is lacking and requires greater attention.⁸⁹

In line with the SUN Lead Group recommendations 7 and 9,⁹⁰ this review recommends a designation of up to 30% of all Pooled Fund funding to support the SUN Movement response to fragile and conflict affected states. The FCAS focus countries will change year-

⁸³ Recommendation 10 as agreed by the Lead Group on 24th June 2021: "As a prerequisite to any measures in fulfilment of the finance priorities of the SUN 3.0 strategy, the Lead Group to agree that it will ensure finance and investment are: prioritized at all levels of the SUN Movement; a top priority for high-level outreach and advocacy; are coordinated in a way that brings a unique focus to supporting countries to create investable nutrition business cases that secure and leverage funds from global and domestic resources for programs and platforms.

⁸⁴ "Report to the SUN Movement Lead Group." Geneva, Switzerland: Operationalization Group (OPs Group), June 9, 2021. https://scalingupnutrition.org/wp-content/uploads/2021/10/SUN_Consolidated_OpsGroup_Report_210610.pdf.

⁸⁵ Sources include: wealthy Individuals, corporate partnerships, trusts & foundations, institutional donors

⁸⁶ Cost share or "matching" refers to the resources a recipient contributes to the total cost of an agreement. It becomes a condition of an award when it is part of the approved award budget.

It is verifiable from the recipient's records, i.e., it CAN be audited. Includes all cash and in-kind contributions from the recipient or third parties.

⁸⁷ Resources that a nontraditional partner brings to a public-private partnership, i.e., the portion not being borne by the grant recipient. These non-traditional resource partners are typically NOT receiving UNOPS or other donor funding. It can be a variety of forms - anything of value that is measured, financial contributions, third party contributions, donated services or property, or intellectual property. It can NOT be audited.

⁸⁸ "Scaling up Nutrition Movement Civil Society Network 3.0 Strategy (2021-2025)." Scaling up Nutrition Movement, May 2021. https://1qfqz3y5l8h3rg7un4lknjji-wpengine.netdna-ssl.com/wp-content/uploads/2021/05/SUN-CSN-3.0-Strategy-FINAL_EN.pdf.

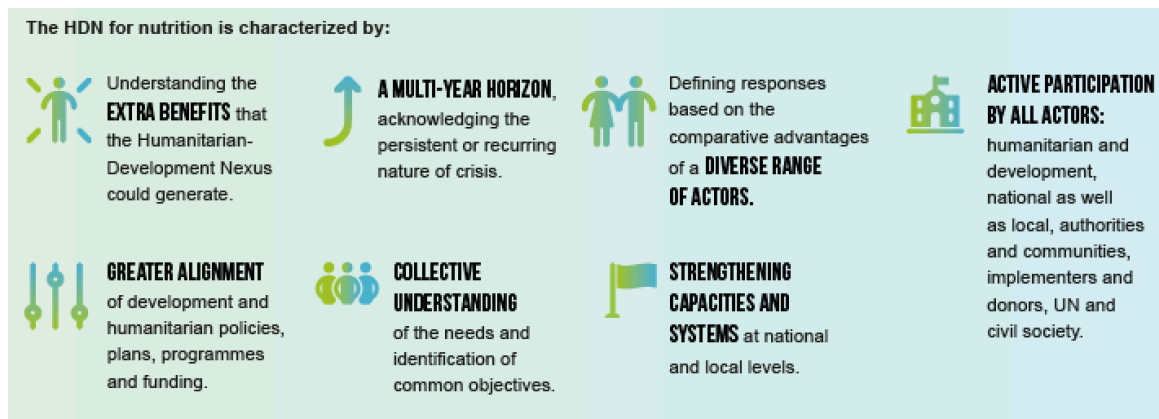
⁸⁹ "Report to the SUN Movement Lead Group." Geneva, Switzerland: Operationalization Group (OPs Group), June 9, 2021. https://scalingupnutrition.org/wp-content/uploads/2021/10/SUN_Consolidated_OpsGroup_Report_210610.pdf.

⁹⁰ As agreed, on 24th June 2021 "Report to the SUN Movement Lead Group on the Implementation of the OPs Group Recommendations 'Implementation Report.'" Geneva, Switzerland: Scaling up Nutrition Movement, Operationalization Group (Ops Group), September 2021. <https://scalingupnutrition.org/wp-content/uploads/2021/10/Ops-group-report-II-30092021.pdf>.

by-year, however, currently, 21 out of 65 SUN counties qualify as FCAS.⁹¹, based on the most recent World Bank classification of the 'FY22 List of Fragile and Conflict-Affected Situations.⁹² Priority should be given to FCAS or where malnutrition rates are above WHO emergency nutrition thresholds and/ or emergency/crisis/famine classification of the Integrated Food Security and Malnutrition Phase Classification (IPC), also known as IPC scale ⁹³and should be vetted through the "Convergency Hub".

This designation will allow the Fund to **give a stronger voice and role to humanitarian actors, reinforcing the humanitarian- development nexus**. This includes an approach where capacity is adjusted as needed during a crisis, where nutritional gains are protected, and where recovery starts immediately.⁹⁴ The SUN Pooled fund should also support technical assistance and implementation of capacity development frameworks, building on existing tools, to better assist and respond to FCAS SUN Countries' needs in alignment with the Global Nutrition Cluster Technical Alliance⁹⁵ and other key TA providers.

Figure 7: Humanitarian-Development Nexus for Nutrition



Source: "Lessons Learned from Humanitarian-Development Nexus Reviews in Myanmar, Niger and Afghanistan." Global Nutrition Cluster, December 2020. <https://www.nutritioncluster.net/sites/nutritioncluster.com/files/2020-12/GNC%20SUN%20HDN%20Policy%20brief%20FINAL.pdf>.

⁹¹ The FCAS focus countries will change year-by-year, but based on the most recent World Bank classification of the 'FY22 List of Fragile and Conflict-Affected Situations': the following are FCAS and also SUN countries: 1) Afghanistan, 2) Burkina Faso, 3) Burundi, 4) Cameroon, 5) Central African Republic, 6) Chad, 7) Congo, 8) Ethiopia, 9) Guinea-Bissau, 10) Haiti, 11) Mali, 12) Mozambique, 13) Myanmar, 14) Niger, 15) Nigeria, 16) Somalia, 17) South Sudan, 18) Sudan, 19) Timor-Leste, 20) Yemen, and 21) Zimbabwe (SOURCE; World Bank. "Classification of Fragile and Conflict-Affected Situations." Accessed December 23, 2021. <https://www.worldbank.org/en/topic/fragilityconflictviolence/brief/harmonized-list-of-fragile-situations>.)

⁹² "FY22 List of Fragile and Conflict-Affected Situations." The World Bank Group, 2021. <https://thedocs.worldbank.org/en/doc/bb52765f38156924d682486726f422d4-0090082021/original/FCSList-FY22.pdf>.

⁹³ The IPC is -a tool for improving food security and acute malnutrition analysis and decision-making It is a standardised scale that integrates food security, nutrition and livelihood information into a statement about the nature and severity of a crisis and implications for strategic response. Each Phase has distinct implications for urgency & priority response objectives.

⁹⁴ "Report to the SUN Movement Lead Group on the Implementation of the OPs Group Recommendations 'Implementation Report.'" Geneva, Switzerland: Scaling up Nutrition Movement, Operationalization Group (Ops Group), September 2021. <https://scalingupnutrition.org/wp-content/uploads/2021/10/Ops-group-report-II-30092021.pdf>.

⁹⁵ The Global Nutrition Cluster Technical Alliance supports countries, agencies, and nutrition practitioners in humanitarian situations with technical assistance to meet the nutrition rights and needs of people affected by emergencies. (Source: "Homepage | Global Nutrition Cluster: Technical Alliance." Accessed February 14, 2022. <https://ta.nutritioncluster.net/>.)

Supported activities will be contingent on the ongoing GNC and SUN movement guidance on the importance of the humanitarian-development nexus and the role of different networks at the country level in facilitating those ends.^{96 97} It will be important that this funding remain a flexible financing instrument and support the '*Humanitarian-development nexus (HDN) for nutrition*' (Figure 7).

In line with the recent '*Recommendations for the Humanitarian-Development Nexus for Nutrition*' it will be important that funded activities focus on⁹⁸ the following strategic objectives and intermediate results (Figure 8).

Illustrative Activities /Areas of Support:

- The development of FCAS country capacity development frameworks, and capacity and risk self-assessments, to better assist and respond to SUN Countries' needs and requests.⁹⁹
- Conducting information and training sessions on the HDN for nutrition actors.
- Disseminating relevant guidance and fostering the exchange of experiences.
- Reaching out to the subnational level coordinators and SUN focal points to disseminate information and to organize sessions at regional, national and subnational levels, while also ensuring their inclusion and participation in training and workshops.

⁹⁶ "UN Network Feedback on the Draft Report of the SUN Strategic Review." Geneva, Switzerland: United Nations Nutrition Network, May 2020. <https://scalingupnutrition.org/wp-content/uploads/2020/05/UNN-Feedback-SUN-Movement-SR.pdf>.

⁹⁷ "Humanitarian Development Nexus for Nutrition -." Accessed January 24, 2022. <http://scalingupnutrition.org/share-learn/humanitarian-development-nexus/>.

⁹⁸ "Lessons Learned and Recommendations from the Humanitarian-Development Nexus for Nutrition: Case Studies." Global Nutrition Cluster (GNC) and the Scaling up Nutrition (SUN) Movement Secretariat (SMS), April 2014. https://scalingupnutrition.org/wp-content/uploads/2021/04/HDN_Global-Report_ENG.pdf.

⁹⁹ "Report to the SUN Movement Lead Group." Geneva, Switzerland: Operationalization Group (OPs Group), June 9, 2021. https://scalingupnutrition.org/wp-content/uploads/2021/10/SUN_Consolidated_OpsGroup_Report_210610.pdf.

Figure 8: FCAS SUN Pooled Fund Results Framework

Fragile and Conflict-Affected States/Situations (FCAS) Results Framework (for SUN Fund)

Goal: To promote the SUN Movement response to fragile and conflict-affected states (FCAS), by giving a stronger voice and role for humanitarian actors to reinforce the continuum of development within SUN governance systems, across regional, and national MSPs to work along the humanitarian- development nexus

Strategic Objective 1:

To support FCAS to improve its ability to react swiftly to sudden changes of the operating environment.

IR 1: Strengthened country capacity assessments, mapping of all the nutrition actors across the HD divide and development of capacity development plans

IR 1.2: Strengthening the establishment of national Emergency Response Plans, Disaster Risk Reduction plans, Early warning systems, etc.

Strategic Objective 2:

To help FCAS with risk-informed planning and decision-making

IR 2.1: Strengthened prioritization, planning, and involvement of humanitarian actors to support the implementation of national multisectoral plans of action for nutrition

IR 2.2: Strengthened inclusion and accountability for better results

IR 2.3: Strengthen country capacity to develop, priorities, finance, implement and track country actions.

Strategic Objective 3:

To help FCAS with coordination and co-location of humanitarian and development actors in priority areas and in the public health system


IR 3.1: Strengthened humanitarian-development collaboration in each country on specific, shared objectives and priorities for nutrition.

IR 3.2: Strengthened sufficient safe space for humanitarian and development partners involved in nutrition to collaborate.

IR 3.3: Strengthened shared understanding of the Humanitarian-Development Nexus among all stakeholders relevant to nutrition, including at the sub-national level.

Source: Authors of this report, 2022.

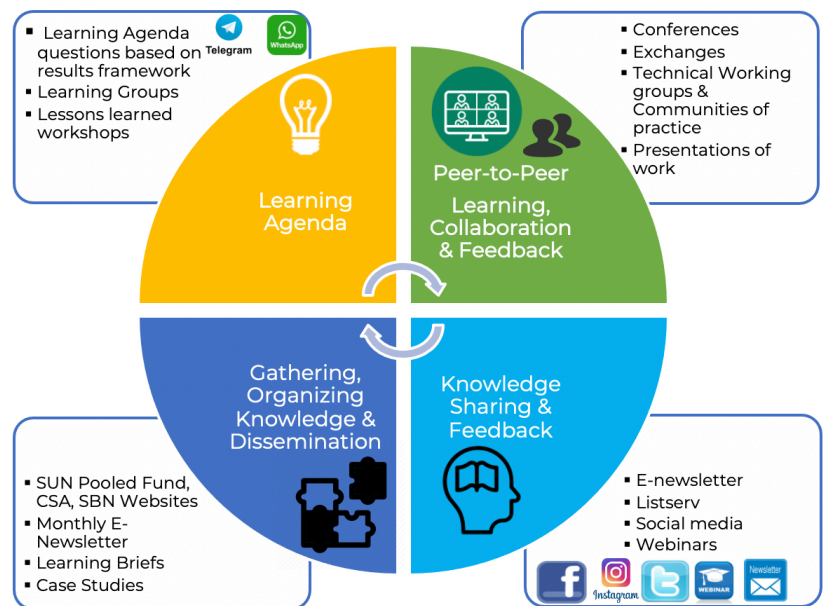
5. Recommendation 5: Strengthen Learning & Knowledge Sharing from SUN Fund Grantees

	SO1	SO2	SO3	SO4
<p>5 Strengthen Learning & Knowledge Sharing from SUN Fund Grantees: Strengthen learning and sharing of lessons learned/best practices amongst SUN stakeholders (grantees and non-grantees) through a coordinated strategy, dedicated staff, and funding for newsletter, learning briefs, webinars, peer-to-peer learning and exchanges</p>				

There has been a monitoring, evaluation, accountability and learning (MEAL) and knowledge management system that has been set-up and facilitated by the SUN secretariat to support countries is to help enable timely, **evidence-informed decision-making** at all levels of the SUN Movement in a way that opens-up the space for further action.¹⁰⁰ It contributes to better governance and fosters transparency and accountability.

Within the last few years of the SUN Pooled Fund 2.0 there has been some efforts to **organize the learning from the SUN Pooled Fund grant recipients** programming to learn lessons to influence future programming, and to reflect on challenges in order to make course corrections. Countries participated in over 16 different knowledge-sharing events facilitated by the Pooled Fund, realised over 86 new partnerships, formulated 32 CSA sustainability strategies, and unlocked over USD \$2.5 million in additional nutrition funding. In addition, within both CSN and through SUN Labs there has already been knowledge sharing.

SUN Pooled Fund 3.0 Learning and Knowledge Sharing



A core recommendation is to strengthen learning and sharing of lessons learned/best practices /challenges amongst SUN stakeholders (grantees and non-grantees) through a coordinated strategy.

Through the gathering, processing and dissemination of data, information and best practices, learning & knowledge sharing from SUN Fund Grantees can help to track and

¹⁰⁰ "Report to the SUN Movement Lead Group." Geneva, Switzerland: Operationalization Group (OPs Group), June 9, 2021. https://scalingupnutrition.org/wp-content/uploads/2021/10/SUN_Consolidated_OpsGroup_Report_210610.pdf.

measure change and to enable learning, peer exchanges, and feedback loops. It will also be important to include the past and prospective fund grant recipients and gather their input for review especially from the Civil Society Networks, Host country governments focal points for nutrition, and the SUN Business Network for **learning from past, existing and prospective grantees**.

Illustrative Activities /Areas of Support:

LEARNING:

SUN Pooled Fund 3.0 Learning Agenda: It is proposed that a Learning Agenda for SUN Pooled Fund 3.0 be developed based on the proposed results framework. The purpose of the learning agenda is to learn about which funded SUN Pooled Fund grantees activities have the greatest impact in a given context, on the SUN 3.0 strategic objectives. Organizing results from key learning agenda questions will help generate, synthesize, and communicate evidence related to key questions. Evidence from the Learning Agenda will inform the design and ongoing management of future activities.

There should be a strong emphasis on **rapid learning and feedback** to inform changes; including flexibility for program implementation to enable this. This can be facilitated through **Learning Groups** and **Lessons learned workshops**.

PEER-TO-PEER LEARNING:

Peer-to-Peer Learning, Collaboration & Feedback: Promotion of key partnerships and peer-to-peer exchanges including conferences, exchanges, Technical Working groups, communities of practice and peer presentations of work.

- Organization of **annual exchange forums** between countries to evaluate what went well and what could have been done better
- More **peer-to-peer and cross-network exchange**
- Support **cross-country learning** and sharing of experiences to increase ownership at country level.
- Support the **use of technology to facilitate dialogue** and exchange between national MSPs/CSAs/SBNs
- Develop **integrated work plans across Networks**

KNOWLEDGE SHARING & FEEDBACK

It is also proposed that the dedicated SUN Pooled Fund Staff is funded that can assist with:

- Lead and prepare **both success and challenge stories** and best MEAL practices for inclusion in internal and external communication products.
- Contribute to the development and introduction of innovation to ensure the Movement is continually incorporating best practice approaches.
- **Develop SUN Pooled Fund Learning briefs:** These briefs will summarize lessons learned in SUN Pooled Fund and highlight best practices, results and actions that did not work as anticipated.
- **SUN Pooled Fund Network Communications:** Members are informed of key developments across relevant thematic and functional areas and their voices and stories are amplified through the collective power of the network using E-newsletters, listservs, social media and conducting Webinars.
 - **Social media** (Facebook, Twitter, Google+, WhatsApp, Short Message Service (SMS) etc.): leverage social media
- **Planned Webinars/learning meetings:** The meetings will focus on the evidence base around specific nutrition technical areas or learning from practice. More

meetings (including thematic ones, even virtual) should take place among the SUN networks.

- Assist grantees to **track opportunities and apply for funding** as opportunities arise. The TA should include access to ongoing coaching sessions that are structured and continuous and responsive support for technical issues and any questions that may arise during the grant duration.

GATHERING, ORGANIZING KNOWLEDGE & DISSEMINATION

- Facilitating **open communications with the SUN Grantees creating a “safe space” for dialogue**¹⁰¹: This should include regular open communication from the SUN Pooled Grants Management team as well as amongst other SUN Fund Grantee peers which will be helpful for building trust among team members.
- Updating the **SUN Pooled Fund, CSA, SBN Websites** with up-to-date information on SUN Pooled fund grantee lessons learned, etc.
- **SUN Pooled Fund Grants e-Newsletter (monthly)**: publish a monthly e-newsletter for grantees and non-grantees and policy makers
- Coordination and follow-up with SUN Countries to solicit case studies, lessons learned, success stories, and best practices for internal and external sharing.
- Develop and publish **SUN Pooled Fund Learning Brief** series to highlight lessons learned, implementation challenges and best practices.
- **Host regular webinars** on resource mobilization and new business development
- **Help to develop SUN Pooled Fund grantee exit strategy** considering “the SUN CSN Governance, Sustainability & Inclusion Indexes¹⁰²,” and the “SUN Business Network Functionality Index Score¹⁰³”

Investment in Staff for Learning, Feedback, Monitoring and Reflection

There are costs to the generation of reliable monitoring and feedback information, and further costs - particularly staff time costs – which need to be incurred to make adaptation possible.




The key cost difference is the staff time required to share, reflect and act upon that information. Regular workshops or reflection meetings (e.g., monthly or quarterly) are commonly recommended, but may need to be more frequent and reactive depending on the nature of the project and how fast and frequently new information is generated.

¹⁰¹ A power-sensitive approach should be taken: this recognizes that problems look different depending on whose perspective they are viewed from, allows space to explore the politics underpinning a problem and emerging contextual opportunity for action

¹⁰² “The SUN CSN Governance, Sustainability & Inclusion Indexes.” Civil Society Alliance for Nutrition, December 2021.

¹⁰³ “SUN Business Network Functionality Index Score.” Scaling up Nutrition (SUN) Business Network Secretariat, June 2021.

6. Recommendation 6: Regionalize SUN Pooled Fund Grants Management & Streamline Processes within UNOPS

		SO1	SO2	SO3	SO4
6	<p>Regionalize SUN Pooled Fund Grant Management & Streamline Country Processes within UNOPS</p> <ul style="list-style-type: none"> Regionalize Management team, Decentralize Grant Evaluation using regional & SUN Country Network platforms Focus on streamlined, simplified results-based reporting, monitoring in line with SUN 3.0 				

Proposed SUN Movement Pooled Fund Management Team Overview

The Pooled fund has been managed by UNOPS, and the strategic review recommended to maintain the current hosting arrangement with UNOPS.^{104 105} We propose to strengthen the Pooled Fund's direct linkages with the SUN Secretariat to improve country coordination and regionalize support by involving the regional teams directly in the solicitation, call for proposals, evaluation and reflection of lessons learned processes.

The SMS is planning to continue to regionalize support to SUN countries, so that country efforts can be sustained beyond the planned closure of the SUN Movement in 2030.¹⁰⁶ Like the new SMS interim structure, we propose the Pooled Fund management structure to focus on *country-driven support* and *targeted technical assistance*.

Preliminary recommendations (Figure 9) by key informants propose a similar staff structure as before for the SUN Pooled Fund Management staff based at UNOPS with the details to be better planned in the business case. As of right now, the following staff are recommended: Pooled Fund Coordinator (PFC)/ (1); Learning and Knowledge Specialist (1); Grants Finance Senior Officer (1); Grants Management Officer (1); Grants Analyst (1); Communications Support Officer (1); and 5-Monitoring & Quality Assurance Specialist¹⁰⁷ 1) Fragile and Conflict Affected States (*Geneva*) 2) Latin America (*Panama*) 3)-East & Southern Africa (*Nairobi, Kenya*), 4) Francophone & West Africa (*Dakar, Senegal*), 5) Asia (*Bangkok, Thailand*). **Detailed management functions and job descriptions will be available in the business case.**

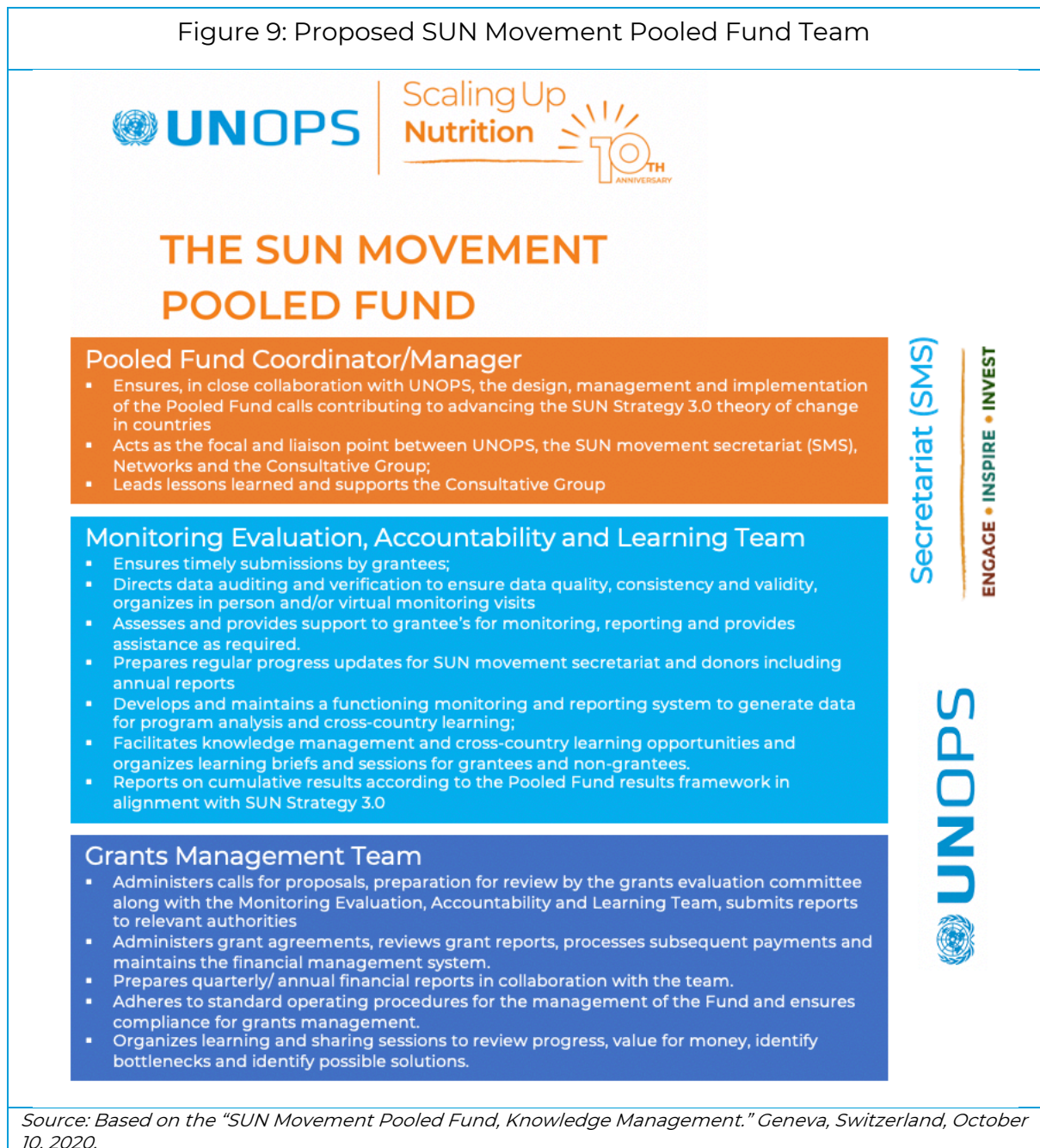
¹⁰⁴ "Strategic Review of the Scaling Up Nutrition (SUN) Movement, 2019–2020 Final Report." Maximizing the Quality of Scaling up Nutrition (MQSUN), United Kingdom Department of International Development (DFID), April 3, 2020. https://scalingupnutrition.org/wp-content/uploads/2020/04/SUN-Strategic-Review-Final-Report_ENG.pdf.

¹⁰⁵The consultant team wants to note that this recommendation is coming from Noreen Mucha's triangulation from her KIIs and FDG and Oren was not a part of this since he potentially has a conflict of interest as he is currently working for UNOPS.

¹⁰⁶ "Executive Summary: 2018 Pooled Fund Grants: Cycle One, Lessons Learned." Copenhagen, Denmark: United Nations Office for Project Services (UNOPS), 2018.

¹⁰⁷ From August 2018, a Monitoring and Evaluation Specialist has been accompanying grantees in the implementation and reporting of activities.

Figure 9: Proposed SUN Movement Pooled Fund Team



Global Support System Network Support SUN Movement Secretariat (SMS)

The SUN Movement Secretariat is based in Geneva and is responsible for liaising with SUN Countries and ensuring the catalytic spirit of the Movement is embedded in the efforts of all actors. For the purpose of this Pooled Fund, it is suggested there is close liaison and even some possible joint 'co-funding' of SMS staff by the Pooled Fund.

It will be imperative for SUN Pooled fund staff to work hand-in-hand with SMS staff such as the Regional 'SUN Country Action Specialist' to collaborate on calls for proposals, evaluation of grants, contributing to the MEAL results framework and sharing of knowledge management and lessons learned. The SMS plays an important role in helping SUN Countries to track and communicate progress being made in line with the strategic objectives of the Movement and they can also help track the SUN Pooled Fund's results to the SOs of the movement as well. The SMS will also be key to help facilitate learning amongst regional and global workshops.

SUN Movement Civil Society Network Secretariat & SUN Business Network Secretariat

The SUN Movement CSA & SBN secretariats will play an important role as they currently provide technical assistance and training to CSAs/SBNs. It is envisioned that they will assist UNOPS in reviewing project proposals; supports CSAs/SBNs in establishing advocacy strategies and developing fundraising strategies and plans in order to become sustainable.

Grant Evaluation Committees

Regional coordination is highly valued by as an opportunity to share learning, challenges and successes with other SUN network members operating in a similar cultural environment, and other networks are also pursuing regional approaches¹⁰⁸ The SUN Pooled fund should work on bringing the SMS, itself and the four SUN networks together, to priorities the success and effectiveness of the Global Support System, and the increased support this will bring to SUN countries. This includes tapping more effectively into the regional capacities of the SUN networks.

In line with SUN 3.0 we propose making the grant evaluation process more country-led by including representatives from the SUN country Networks members including representatives from: 1) SUN government focal person, 2) SUN country Co-convenors, 3) SUN UN focal person, 4) SUN academia focal person and 5) regional representatives who do not have conflict of interests from SUN Business network and SUN civil society networks. Depending on the country situation, we anticipate a different composition of grant evaluation committees but propose an initial scoping and grant evaluation committee nomination and MOU process at the beginning of the next round of funding.

In addition, we propose leveraging the use of **SUN Networks in Country**¹⁰⁹ to ensure country ownership and a country-led approach coordinated by the UNOPS Global

¹⁰⁸ "SUN CSN Strategic Review Survey Feedback." Scaling up Nutrition Civil Society Network, May 2020.

¹⁰⁹ SUN UN for Nutrition Network (UNN): UNN supports SUN's commitment to addressing malnutrition in all its forms by: assisting countries with the integration of nutrition in their plans; developing a common UN nutrition agenda; increasing membership among UNN agencies and; supporting coordination for joint programming, among others. UNN can leverage its facilitative role towards greater inter-network collaboration and customize its tools to support SUN country level engagement. (UN Network Feedback on the Draft Report of the SUN Strategic Review." United Nations Nutrition Network, May 2020. <https://scalingupnutrition.org/wp-content/uploads/2020/05/UNN-Feedback-SUN-Movement-SR.pdf>.)

Support System. Engaging the SUN country network focal persons from the beginning will allow for a more balanced approach in which there can be clearer communication channels to facilitate consultation and dialogue, solicit feedback and learn from challenges. The Grant evaluation committee from the country SUN networks should also be involved in subsequent processes including the change of project duration and scope of the project.

Table 7 outlines the proposed SUN Pooled Fund Grant Evaluation committee members- however, these members will be selected and formalized once the SUN Pooled Fund 3.0 is approved and operational.

Table 7: Proposed SUN Pooled Fund Grant Evaluation Committee	
1	Regional Monitoring, Reporting & Quality Assurance Specialist (UNOPS) ¹¹⁰
2	UNOPS Contracts focal person
The SUN country multistakeholder platform Networks¹¹¹	
3	SUN Country Network-Government Focal Point (for non-MSP grants)
4	SUN Country Network-Donor Convenor Focal Point
5	SUN Country Network-United Nations Focal Point
6	SUN Country Network-Civil Society Alliance Focal Point (for non-CSA grants)/ <u>OR</u> Regional Civil Society Alliance Coordinator ¹¹²
7	SUN Country Network-SUN Business Network Focal Point (for non-SBN grants) <u>OR</u> Regional SUN Business Network Coordinator
8	SUN Country Network-Academia Network focal person (optional)
9	Technical Expert [if needed (optional)]
10	Fragile and Conflict Affected States/Humanitarian Experts (from GNC SAC) [for FCSA]
	To assist as needed
	SUN Regional Country Action Facilitator

SUN Pooled Fund Grants Approval and Oversight SUN Movement Coordinator

As part of the SUN movement coordinator's role, she serves as a member of the SUN Movement Lead Group and an ex officio member of the SUN Movement Executive Committee which endorses recommendations for the SUN Pooled Fund and serves as the first person to review the recommendations at this level.

SUN Movement Executive Committee

The SUN Movement Executive Committee¹¹³ acts on behalf of the Lead Group to oversee the development and implementation of the Movement's strategy and its operating modalities; and provides support to the coordinator to galvanize political commitments to nutrition and to promote the ethos and values of the Movement. Their roles and responsibilities are to provide guidance and support to the coordinator's focus on results for improving the nutritional status of mothers and children; Oversee efforts to align

¹¹⁰ The Regional Monitoring, Reporting & Quality Assurance Specialist (UNOPS) will cover each region and will be based in Latin America, East and Southern Africa, Francophone and West Africa, Asia and the Geneva-based FCAS Country Action Specialists.

¹¹¹ (1) 1 government focal point, 2) 2 donor convenors, 3) 1 UN focal person, 4) 1 CSN focal person, 5) 1 SBN focal person, 6) 1 SUN academia focal person

¹¹² "Civil Society Network Regional Coordinators: Terms of Reference." Scaling up Nutrition Movement, Civil Society Network, 2021.

¹¹³ "SUN Movement Executive Committee Terms of Reference." Scaling Up Nutrition Movement Secretariat, 2016. <https://scalingupnutrition.org/wp-content/uploads/2016/06/160421-SUN-Movement-Executive-Committee-ToR.pdf>.

support for all countries to achieve results; and develop its expected deliverables, for approval by the Lead Group. The SUN Executive Committee is proposed to continue to play an approval role for the Pooled fund, endorses recommendations in line with SUN Strategy 3.0. Annually a workplan and budget will be presented.

SUN Pooled Fund Consultative Group

The SUN Movement Pooled Fund Consultative Group includes all donors to the Pooled Fund (Canada, the European Commission, Germany, Ireland, Norway, Switzerland and the United Kingdom) as well as representatives of the SUN Networks attending as observers. Chaired by the SUN Movement Coordinator, the Consultative Group provides direction on the use of the Pooled Fund, ensuring that the scope, content and parameters of Pooled Fund calls for proposals and resulting projects contribute to achieving the SUN Movement Strategy and Roadmap and its strategic objectives. The Consultative group is proposed to continue to play an approval role for the Pooled fund, endorses recommendations in line with SUN Strategy 3.0 as well as approves the direction to the use of funds, generally they meet to times a year.

SUN Movement Networks

Considering the grant windows/cycles will be targeted to CSAs and SBNs it will be important to closely involve the CSN and SBN networks in the grant review, evaluation and selection as well as knowledge management and learning efforts. It will also be important to engage the United Nations network and academia networks.

Annex 1: SUN Pooled Fund 2.0 Windows and Cycles

Window 1, Cycle 1 (W1C1) focused on CSA start-up with the intention to catalyze more non-governmental actors to get involved in the planning, implementation, monitoring and evaluation of national multi-stakeholder platforms and national nutrition plans. W1C1 was open to registered civil society organizations that supported the start-up or expansion of national SUN CSA's national SUN business networks (SBN) and/or other partner networks. Under Window 1 (the first round of grants), projects were to focus on "*actions that deliver results for nutrition, but grants could also involve support for the start-up or expansion of national SUN CSAs, national SBNs and other partner networks to participate in the MSP to ensure a coordinated, aligned and effective national response to malnutrition.*"¹¹⁴

Window 1, Cycle 2 (W1C2) was directed towards CSA strengthening and had two calls for proposals.¹¹⁵ The eligible applicants were strictly limited to chairs, vice-chairs or designated hosting entities of the CSAs that had not received funds from first cycle of the Pooled Fund. In 2018, the Pooled Fund had one primary area for work, and thus one window (Window 1) for funding: "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 first round of proposals had the aim for national CSAs to strengthen their participation in the national Multi-Stakeholder Platforms and ensure a coordinated, aligned and effective national response to malnutrition. This included improving the links with and joint cooperation within the multisectoral / multi-stakeholder platforms nationally and sub-nationally; and strengthening capacity and other learning activities aimed at improving the national capacity of all SUN country stakeholders, including exchanges of experience, training, coaching, etc. The second call for proposals focused on CSAs that demonstrated the use of partnerships to achieve the objectives outlined in national nutrition plans and on strengthening collaboration at the country level between different networks through joint planning and collaboration with activities.

Window 1, Cycle 3 (W1C3) was designated for selected business networks with the aim of support to strengthen and develop National SBNs. There was no tender for this one, alternatively the grant was implemented via the country offices of the two SBN co-convenors, the Global Alliance for Improved Nutrition (GAIN) and the United Nations World Food Program (WFP). A total of 19 SBNs¹¹⁶ received grants with the following objectives: 1) enhanced governance and scaling-up SBNs accountability for nutrition; 2) scaled response at global, regional, national, and sub-national levels, and 3) improved knowledge sharing to inform nutrition policy development and implementation.

Window 1, Cycle 4 (W1C4) were 'continuation awards' supporting CSAs to adapt to the COVID-19 pandemic, to mitigate its effects and to build better in its aftermath. Window 2, Cycle 1 (W2, C1) was dedicated to Multi-stakeholder Platforms (MSP) with the intention to increase effective sharing and learning opportunities within the SUN Movement to reinforce in-country capabilities of all SUN Countries.

¹¹⁴ "Strategic Review of the Scaling Up Nutrition (SUN) Movement, 2019–2020 Final Report." Maximizing the Quality of Scaling up Nutrition (MQSUN), United Kingdom Department of International Development (DFID), April 3, 2020. https://scalingupnutrition.org/wp-content/uploads/2020/04/SUN-Strategic-Review-Final-Report_ENG.pdf.

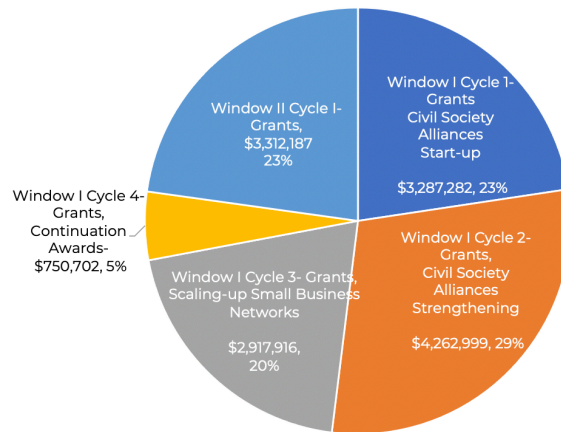
¹¹⁵ The Pooled Fund team launched two calls for proposals in the context of Window 1 in June 2018 and February 2019 respectively.

¹¹⁶ SBN countries awarded included: 1) Bangladesh, 2) Cambodia, 3) El Salvador, 4) Guatemala, 5) Ethiopia, 6) Ivory Coast, 7) Honduras, 8) Kenya, 9) Lao PDR, 10) Madagascar, 11) Malawi, 12) Mozambique, 13) Nepal, 14) Nigeria, 15) Pakistan, 16) Senegal, 17) Sri Lanka, 18) Tanzania, 19) X

Under Window 2 (*Window 2, Cycle 1 (W2, C1)*), grants were intended to strengthen MSP linkages and collaboration at national and subnational levels, with projects aiming to “*achieve the transformation of national and subnational nutrition policies into concrete actions; together with a focus on capacity building and learning.*” Window II included 12 grants to MSPs. The Pooled Fund has largely been used to support CSAs and MSPs. Informants report that it has been instrumental in establishing and strengthening national CSAs and in supporting national CSOs. In some cases, grants have funded INGOs that are leading national CSAs; some informants questioned whether the Pooled Fund should fund INGOs (as well as whether it is appropriate for INGOs to lead country alliances).

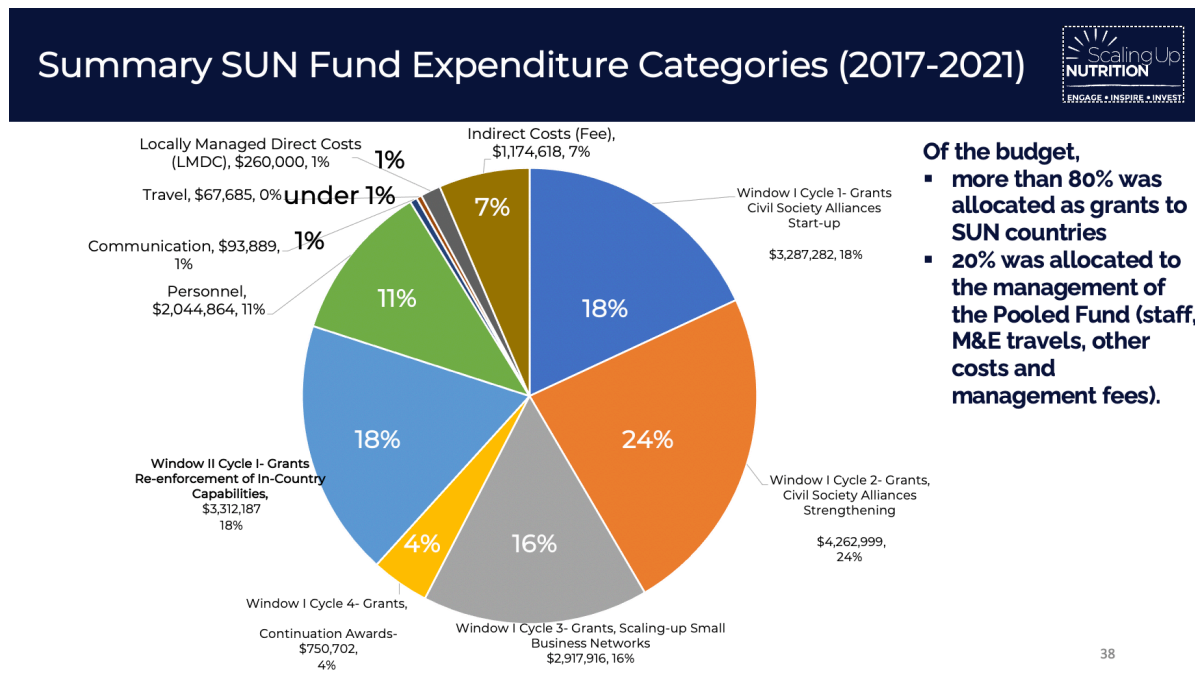
Annex 2: SUN Pooled fund expenditures (2018-2021)

Figure 10: SUN Pooled Fund 'Windows/Cycles' & Funding (2018-2021)



Source: "Pooled Fund Final Report Data." United Nations Office for Special Projects (UNOPS), 2022.

Figure 11: Summary of SUN Fund Expenditure Categories (2017-2021)



Source: "Pooled Fund Final Report Data." United Nations Office for Special Projects (UNOPS), 2022.

Annex 3: KEY INFORMANT Interview Questions & ONLINE SURVEY

* Please note that online survey questions will be developed once the first round of interviews is complete so that we can have more focused questions.

Figure 12: Key Informant Interview Questions

	Question	Question Theme
1.	What are your roles and responsibilities in relation to the SUN Pooled Fund?	Roles and Responsibilities
2.	In your opinion, in what ways can Pooled Fund grant-making support the objectives of the SUN strategy 3.0?	Supporting the SUN 3.0 Strategy
3.	What are your suggestions in terms of management and oversight within the current transitional organizational changes of the SUN Movement Secretariat?	Supporting the SUN 3.0 Strategy
4.	What are some lessons learned from the Pooled Fund SUN 2.0 that we should incorporate into SUN 3.0?	Supporting the SUN 3.0 Strategy
5.	How can the Pooled Fund help reach Strategy 3.0 - Strategic Objective No. 3? To Build and strengthen country capacity to develop, priorities, finance, implement and track country actions through strengthened technical assistance and knowledge management?	Supporting the SUN 3.0 Strategy
6.	How can the Pooled Fund support the June 2021 OPs Group recommendations related to building SUN Country capacity ?	SUN Country Capacity Development
7.	How can the pooled fund support - 'establishment of a technical assistance for a capacity development framework, including a risk self-assessment, building on existing tools, to better assist and respond to SUN Countries' needs and requests, particularly in Fragile and Conflict-Affected States (FCAS)?	SUN Country Capacity Development
8.	How can the pooled fund support development of Financial Capacity through a dedicated finance capacity development platform to sustain new and innovative financing?	SUN Country Capacity Development
9.	How can the pooled fund support a staged Framework for financing which could be piloted in a group of countries that aims to provide best practices and models for other countries - piloting innovative financing?	SUN Country Capacity Development
10.	How can grant support contribute to knowledge-sharing within the SUN Movement?	Knowledge Sharing
11.	What should the governance and oversight of grant support through the SUN Fund look like in the SUN Movement?	Governance and Oversight
12.	Are there any lessons learned or insight you have from the grant selection process ?	Grant processes
13.	Are there any lessons learned or insight you have from the grant solicitation process ?	Grant processes
14.	Are there any lessons learned or insight you have from the grant award process ?	Grant processes
15.	Are there any lessons learned or insight you have from the application process ?	Grant processes

16.	Are there any lessons learned or insight you have from the grant reporting process ?	Grant processes
17.	In what ways can a “pooled fund” approach support (innovative) funding approaches at the country level?	Country Level Funding Innovations
18.	Do you have any recommendations for any technical assistance that should be offered to SUN Pooled fund recipients?	
19.	Would networks consider pooling funds towards SMS regional positions, or seconding staff? ¹¹⁷	
20.	How do you define “last resort funding”?	
21.	How do you define “innovative funding”?	
22.	Exit Strategy: What needs to be to be put in place (structures/investments) so that by 2030 Pooled Fund grant support will be able to close down?	Exit Strategy by 2030

¹¹⁷ “Scaling up Nutrition Movement (SUN) Secretariat (SMS) Transformation - Update to SUN Networks.” Scaling Up Nutrition Movement Secretariat, November 2022.

Annex 4: Focus Group Discussion Interviews

Table 8: SUN Pooled Fund Focus Group Discussion Interviews

Organization/Role	Name
SUN Movement Secretariat and UNOPS <i>February 16, 2022</i>	Philipp von Wachter (UNOPS, head of operations), Medhanit Mekonnen (UNOPS, monitoring and evaluation), Edita Ajeti (UNOPS, finance officer), Eve Gossiaux (UNOPS, monitoring and evaluation)
SUN Movement Secretariat <i>February 15, 2022</i>	Renee de Jong
SUN Donor Network <i>February 14, 2022</i>	Melanie Bruns (SDN Network Facilitator), Alessandra Roversi (SDC), Anja Peschel (GIZ), Fadoi Chaouki (DG INTPA), Kjersti Koffeld (NORAD), Marlene Heeb (SDC), Pamela Gorden (GAC), Ceclie Adam (France), Columba O'Dowd (Irish Aid)
UN Nutrition <i>February 11, 2022</i>	Stineke Oenema (UNN, network facilitator), Florence Tonnoir (UNN), Laurent Michiels (UNN)
SUN Business Network <i>February 10, 2022</i>	Emily Henegan (SBN Co-Facilitator), Ritta Shine (SBN Co-Facilitator), Hannah Rowland (SBN) and National SBN Coordinators: Charles Opiyo, Haika Malleko, Ivy King-Harry, Maureen Muthenga, Uduak Igbeka
SUN Civil Society Network <i>February 9, 2022</i>	Christine Campeau (Care, and SUN CSN ExCom member), Andy Rooke (CSN & SMS), CSN Regional facilitators: Irshad Danish, Judith Kabore, John Otieno, Nazneen Rahman
SUN ExCom Experts <i>February 8, 2022</i>	MEAL Experts: El Hadji Momar Thiam, Richmond Aryeety, Youth: Mike Khunga, Florence Sibomana
SUN ExCom Focal Points <i>February 7, 2022</i>	Cecilia Gamboa (Costa Rica), Karima Al Hada'a (Yemen), Patricia Ngoran Côte d'Ivoire, Patricia Ngo Sak (Cameroun), Azucena Dayanghirang (Philippines), Connell Foley (ExCom Co-Chair), Eugenia Villalobos (Costa Rica),

Annex 5: List of key informants

Table 9: List of Stakeholders for Key Informant Interviews (KIIs) (Updated February 20, 2022)

#	Organization/Role	Name	Position	Interview Date/Status
1	BMZ-Federal Ministry of Economic Cooperation and Development (Germany)	Martin Hoppe	(GIZ, alternate)	Interviewed Maria so not interviewing for now
2	Christine Campeau CARE Global Advocacy, Policy and Advocacy Department		Director – Food Systems	Interviewed as part of focus group January 10, 2022
3	Centro De Apoyo De Lactancia Materna (CALMA) [Civil Society Network (CSN) Recipient]	John Edward Aguilar Cativo,	CSN - Grant recipient	Interviewed January 25, 2022
4	CG - SDC (Swiss Agency for Development Cooperation)	Alessandra Roversi	Recently picked up the portfolio	Interviewed February 1, 2022
5	Helen Keller International Cambodia [Civil Society Network (CSN) Recipient]	Hou Kroeun	CSN - Grant recipient	Interviewed February 2, 2022
6	Donor Network Facilitator	Melanie Bruns	Consultative Group member	Interviewed Jan 20, 2022
7	European Commission (EC)	Fadoi Chaouki	Consultative Group member Policy Officer – Nutrition	Interviewed February 3, 2022
8	Foreign, Commonwealth & Development Office (FCDO)	Paula	Nutrition lead in FCDO, previous i.e. ExCom member	Interviewed on SUN Donor Group Call, February 14, 2022

#	Organization/Role	Name	Position	Interview Date/ Status
9	Humanitarian experts and representatives from FCAS	Caroline Wilkinson Said Shams Karima Al-Hada'a	All 3 ExCom members on the humanitarian topic Nutritionist, Economic Security Unit, International Committee of the Red Cross (ICRC) (WFP Aghanistan) (SUN Yemen)	Interviewed for a group FGD call February 1, 2022
10	Mali Civil Society Scaling Up Nutrition Alliance (CSOSUN) FRENCH	Dr Issouf Traore	PF Grant recipient	interviewed January 24, 2022
11	GIZ-Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	Maria Wichmann	Consultative group team	Interviewed January 26, 2022 (joint GIZ call)
12	GIZ-Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	Anja Peschel		Interviewed January 26, 2022 (joint GIZ call)
13	Global Affairs Canada (GAC) (Canada)	Pamela Gorden		Interviewed January 27, 2022
14	International Institute of Rural Reconstruction Philippines [Civil Society Network (CSN) Recipient]	Emilita Monville-Oro	CSN - Grant recipient	Interviewed January 26, 2022
15	Irish Aid	Sean Farrell*	Co-facilitator SDN and Former Consultative Group member from IrishAid (changed portfolios)	Interviewed December 29, 2021
16	Norwegian Agency for Development Cooperation (Norad)	Astrid Tveteraas	Consultative Group member	Interviewed as part of Donor Focus Group
17	Norwegian Agency for Development Cooperation (Norad)	Kjersti Koffeld	New-she used to work with civil society	Interviewed as part of Donor Focus Group
18	Nutritional International Pakistan- [Civil Society Network (CSN) Recipient]	Irshad Danish	CSN - Grant recipient	Interviewed January 19, 2022

#	Organization/Role	Name	Position	Interview Date/ Status
19	Results for Development (R4D) Consultant	Augustin Flory	SUN ExCom Finance expert & Chair Finance task force	Interviewed December 29, 2021 & February 8, 2022
20	SUN Business Network (SBN) Network Facilitator	Emily Henegan	Consultative group	Interviewed December 23, 2021
21	Scaling Up Nutrition People's Forum- [Civil Society Network (CSN) Recipient]	Dilka Peiris	CSN - Grant recipient	Interviewed January 27, 2022
22	Swiss Agency for Development and Cooperation (SDC) (Switzerland)	Marlene Heeb	Former Consultative Group member from SDC (Switzerland) (changed portfolios)	Interviewed January 24, 2022
23	SUN Executive Committee-Concern Worldwide	Connell Foley	Co-chairs of the SUN ExCom	Interviewed December 30, 2021
24	SUN Executive Committee-Government of Kenya, Head Division of Health Promotion, Ministry of Health, Kenya	Gladys Mugambi	Co-chairs of the SUN ExCom	Interviewed January 18, 2022
25	SUN Movement Secretariat	Ann-Marie Quinn (Resigned)	Pooled Fund Team	Interviewed December 20, 2021
26	SUN Movement Secretariat	Mairead Peterson (Resigned)	SUN Movement Secretariat	Interviewed December 20, 2021
27	SUN Movement Secretariat	Maria Pizzini	SUN Movement Secretariat; Also, was on the MPTF project in the early years of SMS grantmaking	Interviewed December 21, 2021
28	SUN Movement Secretariat (previously CSN)	Andy Rooke	CSN - The PF teams go-to person in CSN.	Interviewed Wednesday, December 22, 2021 Follow-up January 24, 2022, February 9, 2022

#	Organization/Role	Name	Position	Interview Date/ Status
29	SUN Movement Secretariat (Previously Monitoring, Evaluation and Learning Advisor)	Cecilia Ruberto	M & E former SMS	Interviewed December 29, 2021
30	United Nations Nutrition (UNN)	Laurent Michiels & Florence	Country Liaising Consultant UN Nutrition Secretariat	Interviewed January 26, 2022
31	Zambia Government (National Food and Nutrition Commission) -Government grant recipient	Freddie Mubanga	Acting Deputy Executive Director	Interviewed February 3, 2022
32	SUN Labs Database Focal Point	Nazgol Kafai-Golahmady	Scaling Up Nutrition Civil Society Network Impact and Evidence Adviser	Interviewed February 2, 2022
33	SUN Business Network grant recipient-2 Sri Lanka	Farzana Khan	SBN Coordinator Consultant, Regional SUN Business Network Coordinator & Advisor, WFP Regional Bureau for Asia and Pacific	Interviewed January 31, 2022
34	FAO Costa Rica representative (UN agency grant recipient)	Marcela Martinez Elizondo	Former FAO Project Coordinator Strengthening of Food and Nutrition in Costa Rica with emphasis on the mother-child population	Interviewed January 31, 2022
35	WFP Senegal (UN agency grant recipient)	Fatiha Terki	WFP Office Country Director and WFP Representative in Senegal	No response, did not interview
36	UN Nutrition Network Facilitator-Food and	Stineke Oenema	Consultative Group	Interviewed January 26, 2022

#	Organization/Role	Name	Position	Interview Date/ Status
	Agriculture Organization of the United Nations (FAO)	Laurent MICHIELS Florence Tonnoir (ESN)		
37	United Nations Office for Project Services (UNOPS)	Fiona Gatere	Pooled Fund Team	Interviewed January 24, 2022
38	United Nations Office for Project Services (UNOPS)	Afrin Haque (Currently on maternity leave through February)	Pooled Fund Team Monitoring and Evaluation /Quality Assurance-Asia	Interviewed February 3, 2022
39	United Nations Office for Project Services (UNOPS)	Edita Ajeti	Pooled Fund Team Grants Senior Officer	Interviewed Jan 31, 2022
40	United Nations Office for Project Services (UNOPS)	Eve Gossiaux	Pooled Fund Team	Interviewed January 17, 2022
41	United Nations Office for Project Services (UNOPS)	Medhanit Mekonnen	Pooled Fund Team	interviewed January 24, 2022
42	United Nations Office for Project Services (UNOPS)	Wahab Moez	Pooled Fund Team	Interviewed December 29, 2021
43	SUN Movement Secretariat United Nations Office for Project Services (UNOPS)	Sonia Ancellin Panzani	SUN Secretariat —Country Action Team Coordinator, lead of regionalization, regionalization of action team members SUN country liaison team	Interviewed February 1, 2022
44	SUN Movement Secretariat United Nations Office for Project Services (UNOPS)	Stephen Williams	Policy Specialist* focal person for Fragile and Conflict Affected States (FCAS) Scaling Up Nutrition (SUN) Movement Secretariat	Interviewed January 24, 2022
45	World Food Program (WFP), Nutrition Division (previous SUN Secretariat)	Jean Sebastien KOUASSI	Innovative Financing and Private Sector for Nutrition Officer	Interviewed January 26, 2022

#	Organization/Role	Name	Position	Interview Date/ Status
46	World Food Program (WFP)	Abigail Perry	Former Consultative Group member from FCDO and SUN ExCom UN Nutrition rep.	Interviewed January 14, 2022
47	Zambia Civil Society Scaling Up Nutrition Alliance (CSOSUN)--[Civil Society Network (CSN) Recipient]	Mathews Mhuru	CSN - Grant recipient	Interviewed December 29, 2021
48	SUN Business Network-Tanzania	Haika Malleko	SBN Tanzania Coordinator (GAIN)	Interviewed February 10, 2022
49	SUN Business Network-Bangladesh	Mahmudul Hasan,SBN Coordinator for Bangladesh Mohammad Hemayet, our and Rudaba Khondker our GAIN Country Director	Program Associate for SBN Bangladesh (used to be the acting (GAIN) new SBN Bangladesh Coordinator	Interviewed February 10, 2022
50	SUN CSN & Youth focal point	Sean Counihan	CSN youth and advocacy	Interviewed January 27, 2022
51	SUN CSN Fundraising Training Program	Craig Pollard		Interviewed Jan 31, 2022
52	United Nations Nutrition (UNN)-Food and Agriculture Organization of the United Nations	Florence Tonnoir	UN Nutrition Liaison Officer	Interviewed January 26, 2022
53	United Nations Nutrition (UNN)-Food and Agriculture Organization of the United Nations	Romain Massiani	"Nutrition Stakeholder and Action Mapping." United Nations Nutrition (UNN), -DHIS-2	Interview February 11, 2022
54		Patricia N'Goran,	ExCom representative for all francophone countries.	Interviewed

#	Organization/Role	Name	Position	Interview Date/ Status
55	Pakistan SUN Secretariat Nutrition Section, Ministry of Planning Development & Special Initiatives, Pakistan Planning & Management Institute (PPMI) Website: http://sunpc.org.pk	Badar		Input via email February 7, 2022

ANNEX 6: SUN POOLED FUND GRANTEES

Table 10: SUN Pooled Fund Grantees (2018-2021)

Country (RED=FCAS)	Civil Society Alliance Name (if available)	Grant Recipient	Funding (\$USD)	Award	Window	Cycle	Cost Extension? (Y/N) (\$USD)	Status	Civil Society Alliance Final Functionality Index 2020 Status	Scaling -up SBN	Funding (\$USD)	SBN Functionality Index Score June 2021
Afghanistan	Afghanistan Civil Society Alliance for Food Security and Nutrition (ACSA-FSN)	Action for Development (AfD)	\$199,940	Civil Society Alliances Strengthening	Window 1	Cycle2	\$ 86,156	Contract Closed	5 Advanced			0.0
Bangladesh	Bangladesh Civil Society Alliance	Concern Worldwide	\$114,000	Civil Society Alliances Start-up	Window 1	Cycle1	\$ -	Contract Closed	6 Advanced	SUN Business Network Bangladesh	\$178,226	4.0
Bangladesh		The Global Alliance for Improved Nutrition - GAIN	\$299,667	Re-enforcement of In-Country Capabilities	Window 2	Cycle1	\$ 86,000	Contract Active	6 Advanced			
Benin	Benin Civil Society Alliance	Plateforme des Acteurs de la Société Civile au Bénin (PASCIB)	\$200,000	Civil Society Alliances Start-up	Window 1	Cycle1	\$ 86,000	Contract Closed	4 In progress			0.0
Botswana	Botswana Civil Society Alliance			No CSA Award through SUN Pooled Fund					2 Early stage			0.0
Burkina Faso	Réseau de la Société civile pour la Nutrition (RESONUT)	Réseau de la Société civile pour la Nutrition Burkina Faso (RESONUT)	\$249,975	Civil Society Alliances Strengthening	Window 1	Cycle2	\$ 47,853	Contract Active	6 Advanced			2.0

Table 10: SUN Pooled Fund Grantees (2018-2021)

Country (RED=FCAS)	Civil Society Alliance Name (if available)	Grant Recipient	Funding (\$USD)	Award	Window	Cycle	Cost Extension? (Y/N) (\$USD)	Status	Civil Society Alliance Final Functionality Index 2020 Status	Scaling -up SBN	Funding (\$USD)	SBN Functionality Index Score June 2021
Burundi	Burundi Civil Society Alliance	Concern Worldwide	\$151,522	Civil Society Alliances Start-up	Window 1	Cycle1	\$ -	Contract Closed	4 In progress			3.0
Cambodia	Scaling Up Nutrition Civil Society Alliance in Cambodia	Helen Keller International	\$227,329	Civil Society Alliances Strengthening	Window 1	Cycle2	\$ -	Contract Closed	6 Advanced	SUN Business Networks Cambodia	\$116,400	4.0
Cambodia		Helen Keller International	\$ 50,000	Continuation Awards	Window 1	Cycle4	\$ 86,000	?				
Cameroon	Cameroon Civil Society Alliance	Helen Keller International	\$198,822	Civil Society Alliances Start-up	Window 1	Cycle1	\$ 86,000	Contract Closed	3 In progress			0.0
Cameroon		Helen Keller International	\$ 49,193	Continuation Awards	Window 1	Cycle4	\$ -	?				
Central African Republic	Central African Republic Civil Society Alliance			No CSA Award through SUN Pooled Fund					0 No CSA			0.0
Chad	Alliance-SUN Tchad (ROSCiNUT)	[Alliance] Sahelienne de Recherches Appliquées pour le Développement Durable (ASRADD)	\$ 49,876	Continuation Awards	Window 1	Cycle4	\$ -	Contract Closed	5 Advanced			1.0
Chad		Alliance Sahelienne de Recherches Appliquées pour le Développement Durable (ASRADD) (Currency XAF)	\$ 197,754	Civil Society Alliances Start-up	Window 1	Cycle1	\$ 86,000		5 Advanced			

Table 10: SUN Pooled Fund Grantees (2018-2021)

Country (RED=FCAS)	Civil Society Alliance Name (if available)	Grant Recipient	Funding (\$USD)	Award	Window	Cycle	Cost Extension? (Y/N) (\$USD)	Status	Civil Society Alliance Final Functionality Index 2020 Status	Scaling -up SBN	Funding (\$USD)	SBN Functionality Index Score June 2021
Colombia	Fundación Éxito (Friend of SUN)											
Comoros	Comoros Civil Society Alliance			No CSA Award through SUN Pooled Fund					0 No CSA			0.0
Congo	Congo Civil Society Alliance			No CSA Award through SUN Pooled Fund					0 No CSA			1.0
Costa Rica	Costa Rica Civil Society Alliance	Food and Agriculture Organization - FAO	\$299,967	Re-enforcement of In-Country Capabilities	Window 2	Cycle1	\$ 86,006		0 No CSA			0.0
Côte d'Ivoire	Ivorian Civil Society Committed to Nutrition (SCIEN)	Action Contre La Faim	\$191,736	Civil Society Alliances Strengthening	Window 1	Cycle2	\$ 108,950	Contract Active	6 Advanced	SUN Business Networks Ivory Coast	\$113,900	2.0
Democratic Republic of Congo	Congo, Democratic Republic Civil Society Alliance			No CSA Award through SUN Pooled Fund					0 No CSA			2.0
El Salvador	Alianza de las Organizaciones de la Sociedad Civil por la Soberanía y Seguridad Alimentaria Nutricional. El Salvador (NUTRES)	CENTRO DE APOYO DE LACTANCIA MATERNA (CALMA)	\$200,000	Civil Society Alliances Start-up	Window 1	Cycle1	\$ 86,300	Contract Closed	5 Advanced	SUN Business Networks El Salvador	\$103,220	4.0

Table 10: SUN Pooled Fund Grantees (2018-2021)

Country (RED=FCAS)	Civil Society Alliance Name (if available)	Grant Recipient	Funding (\$USD)	Award	Window	Cycle	Cost Extension? (Y/N) (\$USD)	Status	Civil Society Alliance Final Functionality Index 2020 Status	Scaling -up SBN	Funding (\$USD)	SBN Functionality Index Score June 2021
El Salvador		Centro de Apoyo de Lactancia Materna (CALMA)	\$ 49,972	Continuation Awards	Window 1	Cycle4	\$ 71,987		5 Advanced			
Eswatini	Swaziland Civil Society Alliance			No CSA Award through SUN Pooled Fund					0 No CSA			0.0
Ethiopia	Ethiopia Civil Society Alliance	The Save the Children Fund for Civil Society Coalition	\$249,950	Civil Society Alliances Strengthening	Window 1	Cycle2	\$ 86,542	Contract Active	6 Advanced	SUN Business Network Ethiopia	\$60,141	5.0
Ethiopia		Ministry of Health	\$265,292	Re-enforcement of In-Country Capabilities	Window 2	Cycle1	\$ 86,492	Contract Active	6 Advanced			
Gabon	Gabon Civil Society Alliance			No CSA Award through SUN Pooled Fund					0 No CSA			0.0
Gambia	Gambia Civil Society Alliance			No CSA Award through SUN Pooled Fund					0 No CSA			3.0
Ghana	Ghana SUN Civil Society Alliance	Hunger Alliance of Ghana	\$198,555	Civil Society Alliances Start-up	Window 1	Cycle1	\$ -	Contract Closed	6 Advanced			1.0
Ghana		Hunger Alliance of Ghana	\$49,145	Continuation Awards	Window 1	Cycle4	\$ -	Contract Closed	6 Advanced			
Guatemala	Instance of Consultation and Social	Fundacion de la Caficultura (FUNCAFE)	\$292,856	Re-enforcement	Window 2	Cycle1	\$ -	Contract Active	4 In progress	SUN Business	\$ 35,000	4.0

Table 10: SUN Pooled Fund Grantees (2018-2021)

Country (RED=FCAS)	Civil Society Alliance Name (if available)	Grant Recipient	Funding (\$USD)	Award	Window	Cycle	Cost Extension? (Y/N) (\$USD)	Status	Civil Society Alliance Final Functionality Index 2020 Status	Scaling -up SBN	Funding (\$USD)	SBN Functionality Index Score June 2021
	Participation - INCOPAS			of In-Country Capabilities								
Guinea (Republique de Guinee)	Guinea Conakry Civil Society Alliance	Conseil national des organisations de la société civile (CNOSCG)	\$198,175	Civil Society Alliances Strengthening	Window 1	Cycle2	\$ -	Contract Closed	4 In progress	Network Guatemala		0.0
Guinea-Bissau	Guinea Bissau Civil Society Alliance	Get name		No CSA Award through SUN Pooled Fund					5 Advanced			0.0
Haiti	Haiti Civil Society Alliance	Get name		No CSA Award through SUN Pooled Fund					0 No CSA			0.0
Honduras	Honduras Civil Society Alliance	Get name		No CSA Award through SUN Pooled Fund					0 No CSA	SUN Business Network Honduras	\$35,000	4.0
									4 In progress			5.0
Indonesia	Indonesia Civil Society Alliance	Nutrition International	\$194,028	Civil Society Alliances Strengthening	Window 1	Cycle2	\$ 658	Contract Active	6 Advanced			5.0
Kenya	SUN CSA Kenya	Nutrition International	\$226,547	Civil Society Alliances Strengthening	Window 1	Cycle2	\$ 50,000	Contract Closed	6 Advanced	SUN Business Network Kenya	\$50,956	5.0
Kenya		Nutrition International	\$49,947	Continuation Awards	Window 1	Cycle4	\$ 50,000	Contract Closed	6 Advanced			

Table 10: SUN Pooled Fund Grantees (2018-2021)

Country (RED=FCAS)	Civil Society Alliance Name (if available)	Grant Recipient	Funding (\$USD)	Award	Window	Cycle	Cost Extension? (Y/N) (\$USD)	Status	Civil Society Alliance Final Functionality Index 2020 Status	Scaling-up SBN	Funding (\$USD)	SBN Functionality Index Score June 2021
Kyrgyzstan	CSA SUN Kyrgyzstan	Alliance of Civil Society for Nutrition and Food Security	\$190,895	Civil Society Alliances Start-up	Window 1	Cycle1	\$ -	Contract Closed	6	Advanced		3.0
		Public Fund for Food Security & Nutrition (formerly Alliance of Civil Society for Nutrition and Food Security)	\$290,436	Re-enforcement of In-Country Capabilities	Window 2	Cycle1	\$ -	Contract Active	5	Advanced		
Lao PDR	Scaling Up Nutrition Civil Society Alliance Laos			No CSA Award through SUN Pooled Fund					3	In progress	SUN Business Network Lao PDR \$ 119,000	4.0
Lesotho	Lesotho Civil Society Alliance			No CSA Award through SUN Pooled Fund					6	Advanced		3.0
Liberia	SUN Civil Society Alliance of Liberia (SUNCSAL)	Action Against Hunger	\$200,000	Civil Society Alliances Start-up	Window 1	Cycle1	\$ 50,000	Contract Closed	6	Advanced		0.0
Liberia		Action Against Hunger	\$ 50,000	Continuation Awards	Window 1	Cycle4	\$ 50,000	Contract Closed	6	Advanced		
Madagascar	Plateforme de la Société Civile HINA	Action Contre La Faim	\$198,901	Civil Society Alliances Strengthening	Window 1	Cycle2	\$ -	Contract Active	5	Advanced	SUN Business Network Madagascar \$ 127,700	5.0

Table 10: SUN Pooled Fund Grantees (2018-2021)

Country (RED=FCAS)	Civil Society Alliance Name (if available)	Grant Recipient	Funding (\$USD)	Award	Window	Cycle	Cost Extension? (Y/N) (\$USD)	Status	Civil Society Alliance Final Functionality Index 2020 Status	Scaling -up SBN	Funding (\$USD)	SBN Functionality Index Score June 2021
Madagascar		Action Contre La Faim	\$ 44,448	Continuation Awards	Window 1	Cycle4	\$ 3,830	Contract Active	5 Advanced			
Malawi	Civil Society Organisation Nutrition Alliance-CSONA	Civil Society Organisations Nutrition Alliance	\$241,273	Civil Society Alliances Strengthening	Window 1	Cycle2	\$ 50,000	Contract Closed	6 Advanced	SUN Business Network Malawi	\$ 122,200	5.0
Malawi		Civil Society Organization Nutrition Alliance - CSONA	\$299,563	Re-enforcement of In-Country Capabilities	Window 2	Cycle1	\$ -	Contract Active	6 Advanced			
Mali	Alliance Scaling Up Nutrition Mali (Alliance SUN Mali)	Centre Sahélien de Prestation, d'Etudes, d'Ecodéveloppement et de Démocratie Appliquée (CSPEEDA)	\$193,594	Civil Society Alliances Start-up	Window 1	Cycle1	\$ 16,499	Contract Closed	5 Advanced			0.0
Mali		Centre Sahélien de Prestation, d'Etudes, d'Ecodéveloppement et de Démocratie Appliquée (CSPEEDA)	\$ 50,000	Continuation Awards	Window 1	Cycle4	\$ -	Contract Closed	5 Advanced			
Mauritania	Mauritania Civil Society Alliance			No CSA Award through SUN Pooled Fund					3 In progress			0.0

Table 10: SUN Pooled Fund Grantees (2018-2021)

Country (RED=FCAS)	Civil Society Alliance Name (if available)	Grant Recipient	Funding (\$USD)	Award	Window	Cycle	Cost Extension? (Y/N) (\$USD)	Status	Civil Society Alliance Final Functionality Index 2020 Status	Scaling -up SBN	Funding (\$USD)	SBN Functionality Index Score June 2021
Mozambique	Plataforma da Sociedade Civil para o Movimento SUN Moçambique	Helen Keller International	\$191,897	Civil Society Alliances Strengthening	Window 1	Cycle2	\$ 50,000	Contract Active	6 Advanced		\$34,404	5.0
	Scaling Up Nutrition Civil Society Alliance Myanmar	Save the Children Myanmar	\$103,997	Civil Society Alliances Start-up	Window 1	Cycle1	\$ 49,947	Contract Closed	5 Advanced			4.0
Namibia	Nutrition and Food Security Alliance of Namibia (NAFSAN)	Nutrition and Food Security Alliance of Namibia	\$ 48,959	Continuation Awards	Window 1	Cycle4	\$ 49,755		5 Advanced			1.0
Namibia		Synergos Namibia Trust	\$111,309	Civil Society Alliances Start-up	Window 1	Cycle1	\$ 48,938		5 Advanced			
Nepal	Civil Society Alliance for Nutrition Nepal (CSANN)	Civil Society Alliance for Nutrition, Nepal (CSANN) / South Asia Infant Feeding Research Network - Nepal (SAIFRN - Nepal)	\$249,483	Civil Society Alliances Strengthening	Window 1	Cycle2		Contract Closed	5 Advanced	SUN Business Network Nepal	\$ 80,000	4.0
Niger	Niger Civil Society Alliance	Collectif TUN (Tous Unis en faveur de la Nutrition)	\$202,360	Civil Society Alliances Strengthening	Window 1	Cycle2		Contract Active	4 In progress			1.0

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Country (RED=FCAS)	Civil Society Alliance Name (if available)	Grant Recipient	Funding (\$USD)	Award	Window	Cycle	Cost Extension? (Y/N) (\$USD)	Status	Civil Society Alliance Final Functionality Index 2020 Status	Scaling -up SBN	Funding (\$USD)	SBN Functionality Index Score June 2021
Nigeria	Civil Society Scaling Up Nutrition in Nigeria (CSS+UNN)	Civil Society Scaling Up Nutrition In Nigeria	\$294,889	Re-enforcement of In-Country Capabilities	Window 2	Cycle1		Contract Closed	6 Advanced		\$ 304,913	5.0
Nigeria		Civil Society Scaling Up Nutrition in Nigeria	\$ 196,364	Civil Society Alliances Start-up	Window 1	Cycle1		Contract Active	6 Advanced			
Pakistan	Scaling up Nutrition Civil Society Alliance Pakistan (SUNCSA Pak)	Nutrition International	\$195,007	Civil Society Alliances Strengthening	Window 1	Cycle2		Contract Closed	6 Advanced		\$141,303	5.0
Pakistan		Nutrition International	\$ 48,698	Continuation Awards	Window 1	Cycle4		Contract Closed	6 Advanced			
Papua New Guinea	SUN CSA of Papua New Guinea	Save the Children in Papua New Guinea Inc. (Currency PGK)	\$113,306	Civil Society Alliances Start-up	Window 1	Cycle1			3 In progress			1.0
Peru	Peru Civil Society Alliance - The Child Malnutrition Initiative (IDI)	CARE Perú	\$228,053	Civil Society Alliances Strengthening	Window 1	Cycle2		Contract Closed	4 In progress			1.0
Peru		Care Perú	\$ 50,000	Continuation Awards	Window 1	Cycle4		Contract Closed	4 In progress			
Philippines	Scaling Up Nutrition Movement Civil Society Alliance	International Institute of Rural Reconstruction	\$200,000	Civil Society Alliances Strengthening	Window 1	Cycle2		Contract Closed	6 Advanced			4.0

Table 10: SUN Pooled Fund Grantees (2018-2021)

Country (RED=FCAS)	Civil Society Alliance Name (if available)	Grant Recipient	Funding (\$USD)	Award	Window	Cycle	Cost Extension? (Y/N) (\$USD)	Status	Civil Society Alliance Final Functionality Index 2020 Status	Scaling -up SBN	Funding (\$USD)	SBN Functionality Index Score June 2021
South Sudan	for Scaling-Up Nutrition	Cooperative for Assistance and Relief Everywhere International, Inc. (CARE)	\$166,690	Civil Society Alliances Start-up	Window 1	Cycle1		Contract Closed	3 Early stage	SUN Business Network Sri Lanka	\$ 127,600	0.0
South Sudan	South Sudan Scaling Up Nutrition Civil Society Alliance	CARE International	\$ 27,084	Continuation Awards	Window 1	Cycle4		Contract Closed	3 Early stage			
Sri Lanka	Scaling Up Nutrition People's Forum Sri Lanka	World Vision Lanka (Currency LKR)	\$199,573	Civil Society Alliances Start-up	Window 1	Cycle1		Contract Closed	6 Advanced	SUN Business Network Sri Lanka	\$ 127,600	5.0
Sri Lanka		World Vision Lanka	\$ 49,489	Continuation Awards	Window 1	Cycle4		Contract Closed	6 Advanced			
Sudan	Sudan Civil Society Alliance	Talawiet Organization for Development - TOD (SDG)	\$ 28,234	Civil Society Alliances Start-up	Window 1	Cycle1		Contract Closed	3 In progress	SUN Business Network Sri Lanka	\$ 127,600	1.0
Sudan		Addition for Disasters assistance and Development (ADD) (SDG)	\$107,513	Civil Society Alliances Start-up	Window 1	Cycle1		Contract Closed	3 In progress			
Tajikistan	Tajikistan Civil Society Alliance			No CSA Award through SUN Pooled Fund					0 No CSA			0.0

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Country (RED=FCAS)	Civil Society Alliance Name (if available)	Grant Recipient	Funding (\$USD)	Award	Window	Cycle	Cost Extension? (Y/N) (\$USD)	Status	Civil Society Alliance Final Functionality Index 2020 Status	Scaling -up SBN	Funding (\$USD)	SBN Functionality Index Score June 2021
Tanzania	Partnership for Nutrition in Tanzania	Partnership for Nutrition in Tanzania (PANITA)	\$250,000	Civil Society Alliances Strengthening	Window 1	Cycle2		Contract Active	6 Advanced	SUN Business Network Tanzania	\$ 194,151	5.0
Tanzania		The Global Alliance for Improved Nutrition - GAIN	\$298,637	Re-enforcement of In-Country Capabilities	Window 2	Cycle1		Contract Active	6 Advanced			
Timor-Leste				No CSA Award through SUN Pooled Fund					0 No CSA			
Togo	Togo Civil Society Alliance			No CSA Award through SUN Pooled Fund					3 In progress			0.0
Uganda	Civil Society Alliance for Nutrition Uganda			No CSA Award through SUN Pooled Fund					4 In progress		\$103,200	3.0
Vietnam	SUN CSA Vietnam	Save the Children	\$224,966	Re-enforcement of In-Country Capabilities	Window 2	Cycle1		Contract Active	6 Advanced			3.0
Yemen	Yemen Civil Society Alliance			No CSA Award through SUN Pooled Fund					0 No CSA			3.0
Zambia	Zambia Civil Society Scaling Up Nutrition Alliance (CSOSUN)	CSO-SUN Zambia	\$247,103	Civil Society Alliances Strengthening	Window 1	Cycle2		Contract Closed	5 Advanced			5.0

Table 10: SUN Pooled Fund Grantees (2018-2021)

Country (RED=FCAS)	Civil Society Alliance Name (if available)	Grant Recipient	Funding (\$USD)	Award	Window	Cycle	Cost Extension? (Y/N) (\$USD)	Status	Civil Society Alliance Final Functionality Index 2020 Status	Scaling -up SBN	Funding (\$USD)	SBN Functionality Index Score June 2021
Zambia		National Food and Nutrition Commission	\$262,917	Re-enforcement of In-Country Capabilities	Window 2	Cycle1		Contract Closed	5 Advanced			
Zimbabwe	Zimbabwe Civil Society Organisations Scaling Up Nutrition Alliance (ZCSOSUNA)	Zimbabwe Civil Society Organisations Scaling Up Nutrition Alliance	\$ 200,377	Civil Society Alliances Strengthening	Window 1	Cycle2		Contract Active	6 Advanced			1.0
			\$11,348,758.18									

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