



# SUN MOVEMENT POOLED FUND

## 2018-2020

Description of Activities

Revised version: November 2019

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## Problem Statement

Over the past decade, global and country recognition of the threat that malnutrition poses to the health and future development of children and communities, has been unprecedented. This has led to unparalleled ambition, momentum and collaboration in the battle to “end all forms of malnutrition by 2030”. This challenge was affirmed by world leaders with the adoption of the [Sustainable Development Goals](#). The SUN Movement, is a formidable, collective, country-led force working to make this aspiration a reality.

Adequate nutrition during the critical 1,000-day window from a mother’s pregnancy to her child’s second birthday, as well as for adolescent girls and women before pregnancy, has a significant impact on physical and cognitive development, reducing the prevalence of non-communicable disease (NCD) later in life. The economic consequences represent yearly losses of GDP around 10% (Horton and Steckel 2013; GNR 2015). Investing in nutrition has the potential to help break the poverty cycle and stimulate economic development. Every dollar invested can yield a [return of \\$16](#).

Within the nutrition sector, there is increasing recognition of the need to engage business to address malnutrition in all its forms (Global Nutrition Reports, UN Decade of Action on Nutrition). In addition, many SUN Countries are seeking to build greater engagement with business at national level to achieve their national nutrition strategies. The SUN Movement recognizes that malnutrition, *in all its forms*, undermines peace and prosperity, whilst improved nutrition can lead to a more just and sustainable futures for individuals, societies and nations.

### The Scale of Malnutrition in 2016

- 2 billion people experience micronutrient malnutrition<sup>1</sup>
- 1.9 billion adults are overweight or obese<sup>1</sup>
- 159 million under 5s are too short for their age (stunted); 50 million don’t weigh enough for their height (wasted) and 41 million are overweight; none of these children are growing healthily<sup>1</sup>
- 794 million people are estimated to be calorie deficient<sup>1</sup>
- 1 in 12 adults world-wide have type II diabetes<sup>1</sup>
- In 14 countries less than half of all children under 5 escape both stunting and wasting<sup>1</sup>

The scale of malnutrition is compounded by the effects of a changing climate, population growth and accelerated urbanisation, growing economic inequality, humanitarian crises impacting the most vulnerable and complex emergencies which are increasing in frequency and in scope.

## About the SUN Movement

The [Scaling Up Nutrition \(SUN\) Movement](#) is a Movement unlike any other. Since it was launched in 2010 by the UN Secretary General Ban Ki Moon, 61 SUN countries and four Indian States have united through a shared determination to end malnutrition in all its forms. To support SUN Countries to develop a multi-stakeholder approach to scaling up nutrition, four networks were established – the SUN Business Network, SUN Civil Society Network, SUN Donor Network and UN Network.

The multiple stakeholders of the Movement are consolidating success by focusing on impact and results at scale. They are doing this by working toward four strategic objectives as set out in the [SUN Movement Strategy 2016-2020](#):

- Strategic Objective 1: Expand and sustain an enabling political environment
- Strategic Objective 2: Prioritise effective actions that contribute to good nutrition
- Strategic Objective 3: Implement actions aligned with national Common Results Frameworks
- Strategic Objective 4: Effectively use, and significantly increase, financial resources for nutrition

The realization of the SUN Movement’s strategic objectives requires the entire Movement to work together to amplify the reach and impact of every stakeholder’s work, such that the sum of their collective action is greater than the individual parts. This value-adding collaboration is at the heart of the Movement and has been the inspiration for the SUN Movement Pooled Fund (The Pooled Fund).

## Scope and Approach of the SUN Movement Pooled Fund - 2018-2020

In the context of the second strategy of the Movement the [SUN Movement Pooled Fund](#) (The Pooled Fund) was established in 2017 as a source for catalytic funding to support Multi-Sector/Stakeholder Platforms in SUN Countries to increase the effectiveness and impact of national efforts to end malnutrition in all its forms. Pooled Fund grants are to promote engagement of additional relevant actors in the implementation, monitoring, and evaluation of multi-sectoral and multi-stakeholder national plans and interventions for nutrition. The scope of activities may be at the national and sub-national level. The Pooled Fund supports projects which contribute to the achievement of the strategic objectives of the SUN Movement and support national plans to scale up nutrition. In particular, the Pooled Fund supports projects that reinforce in-country capabilities and sustainability of state and non-state actors.

### Key Characteristics

The key characteristics of a *Pooled Fund* grant project are:

1. **Catalytic and innovative** – Proposals are catalytic when they spur other interested parties to take actions or contribute to the continuation of the project after pooled fund resources expire. These activities should be innovative and scalable and spark an interest in working together on nutrition that previously did not exist. In exceptional cases, proposals to consolidate and sustain recent achievements could be considered, based on demonstrated value of the work and of confirmed reasonable efforts to raise funds nationally in the short term.
2. **Small grants**, in the range of USD 100,000 to USD 300,000, are awarded for a maximum of two to three years.
3. **Locally-owned** – Proposals are developed within or with a SUN country's networks, supporting a bottom-up approach to results-ownership.
4. **Participatory** – Projects are designed with multiple stakeholders and the project implemented with a whole-of-society approach.
5. **Non-duplicative and non-vertical** – The Pooled Fund not designed to be a vertical nutrition fund for large scale investments in food and nutrition security, nor to replace existing funding pathways at country level: it is a fund to be used for actions to enable, initiate or develop the SUN Movement at country or regional level, and to leverage funding where it is needed most.
6. **Enabling** – Pooled Fund projects contribute to durable and effective partnerships in the fight against malnutrition.

### Geographic Scope

The Pooled Fund supports projects affiliated with the SUN Movements, whether they are one of the participating SUN Countries, or a part of the SUN Civil Society, Business, or UN Network.

### Allocation Period

The Pooled Fund expires after 31 December 2020 – coinciding with the end of the phase two of the SUN Movement.

### Funding Windows/Scope of Work

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

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

Window 1 of the SUN Movement Pooled Fund is intended to catalyze the organized participation of additional in-country stakeholders in the national planning, implementation, monitoring and evaluation of multi-stakeholder plans for nutrition. It funds the engagement of actors beyond government to contribute to multi-stakeholder platforms for nutrition in order to support the implementation of national nutrition plans.

The focus of this funding window is on activities<sup>1</sup> that best reflect the unique roles and potential to contribute to scaling up nutrition of each stakeholder. Funding these actions, which are aligned with the priorities of national multi-stakeholder platforms for nutrition, will help to accelerate progress and realise the added-value of multi-stakeholder contributions to national priorities for scaling up nutrition. While the eligibility and success of projects in Window 1 focuses on actions that deliver results for nutrition, support from this window can also involve support for the start-up or expansion of national SUN civil society alliances (CSAs), national SUN business networks (SBNs), and other partner networks to participate in the multi-stakeholder platform (MSP) to ensure a coordinated, aligned and effective national response to malnutrition.

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

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

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

## Looking at the Pooled Fund for phase 3 of the Movement

The SUN Movement is moving towards the end of its second phase (2016-2020), making 2019 a key moment to review progress and look ahead, to ensure the Movement makes continuous progress to reduce malnutrition in SUN member countries. In January 2018, the SUN Movement Executive Committee established key 2018-2020 milestones for the Movement, to inform strategic decisions regarding the continuation of the Movement into a third phase (2021-2025). These included a Mid-Term Review (MTR) of the Movement in 2018, a SUN Movement Global Gathering in 2019 and a Strategic Review of the Movement in 2020.

During the 2018 annual meeting, the SUN Movement Lead Group took a decision in principle to continue the SUN Movement into a third phase (2021-2025) – based on preliminary findings of the Mid-Term Review. This decision was supported by the SUN Movement Executive Committee in January 2019, reflecting on the final Mid-Term Review report. At their meeting on 24 September 2019, the Lead Group took a formal decision on the continuation of the SUN Movement to its third phase.

Building on the Mid-Term Review and the Lead Group decision, the Executive Committee commissioned a Strategic Review (SR) of the SUN Movement, to be completed in March 2020. It will make recommendations on the vision, strategy, capabilities and structure of the next phase of the Movement

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<sup>1</sup> A set of guiding criteria for stakeholders that's sets out the types of activities identified by the Roadmap will be assembled for use by pooled fund applications.

(2021-2025). Maximising the Quality of Scaling Up Nutrition Plus (MQSUN+), funded by DFID, manages this process – with a team of independent consultants – consulting all parts of the Movement.

As the Movement prepares and agrees a new strategy for phase three, the SUN Movement Secretariat will be required to organize and manage a process to ensure the Movement’s Pooled Fund is used as effectively as possible to achieve the objectives set forth in the third phase strategy. This will include review any potential extension or revision of the fund in order to:

- To determine the extent to which the Pooled Fund is proving catalytic for actions to scale up nutrition in-country, with specific attention on the contribution of the multi-stakeholder platforms
- To assess the validity of the Pooled Fund’s performance objectives and need for more detailed strategy
- To ascertain the opportunities and limitations that the Pooled Fund has in supporting the achievement of the objectives set forth in the third phase strategy

## Organizational capacity

The activities under the two Windows will be implemented with direct administrative support from the **United Nations Office for Project Services (UNOPS)**. UNOPS acts as the hosting agent for the Pooled Fund to facilitate the implementation of the SUN Movement Strategy and Roadmap . Therefore, the implementation of the activities will adhere to the UNOPS rules and regulations.

The team managing the SUN Movement Pooled Fund is composed by a Fund Coordinator (reporting to the Director of the SUN Movement Secretariat), two Grant Management Officer , four M&E Specialists (reporting to UNOPS). The Pooled Fund Coordinator, Grants Management Officers and M&E Specialist are based in Geneva and three regional M&E Specialist are based to three regions to provide support within the region.

For more details on Hosting Terms with UNOPS see ANNEX I and on Roles and Responsibilities of actors involved in the Pooled Fund see ANNEX II

## Budget of the Pooled Fund

With resources from Canada, Germany, Ireland, Norway, Switzerland and the United Kingdom, the estimated budget available in the Pooled Fund today is approximately USD 13,428,612 for 36 months (2018 – 2020). The use of these resources has been decided by the Consultative Group in June 2019 and it covers:

- 40 grants to SUN Civil Society Alliances (between 114,000 & 200,000 each) under Window I
- 10 grants to MSP (up to USD 300,000 each) under Window II. Additional 2 grants is to issued upon Consultative Group’s approval.
- Salary costs of a Fund Coordinator, Grants Analyst, Grants Management Officer and 4 M&E Specialists
- Operations costs (travels, communications)
- Locally Managed Direct Cost

For more details on the budget see ANNEX III to this note.

## Planning, Monitoring and Reporting

UNOPS proposes the following outline of the project planning, monitoring, and reporting (PMR) Strategy. This strategy is based on UNOPS' tested PMR Approach, used in similar multi-country grants project.

The project will develop and implement a results-based PMR System at global level focusing on outcomes, outputs, activities, and processes. By providing relevant PMR technical support, recipients will develop and implement tailored simplified results-based PMR systems in line with a global, or programme-wide PMR System. A tailored guidance will then be developed to guide the project team and grantees on PMR process and tools. A flowchart summarizes the PMR process in the following page.

This PMR system will help the implementation team answer the following five overarching questions for credible reporting and decision-making:

1. Are the planned project activities and services delivered with quality and on time?
2. What has changed (big-picture results) on the project' outcome(s)?
3. What are the project's achievements? What is the link between those changes and overall outcome(s)?
4. What are the key challenges and lessons learned?
5. How likely will the project's achievements be sustained after the grant is over?

Key deliverables of PMR System:

1. A programme level log-frame and individual grant recipient logframes with SMART results statements, indicators, baselines, targets, and means of verification.
2. Planning, monitoring, and reporting guidance for the grantees.
3. Monthly status updates.
4. Monthly follow-up and partnership facilitation calls with the grant recipients.
5. Site visits.
6. Internal review of each awarded grant at the mid-point and end-points.

Interim and final progress reports.

UNOPS – the hosting agency of the Pooled Fund - submits to the donors the following reports in accordance with the relevant donor contribution agreements:

- Annual result-based narrative reports as of 31 December, by 30 June of the following calendar year;
- Annual financial reports and annual certified financial statements as of 31 December, by 30 June of the following calendar year, or as requested on ad hoc basis;
- Certified final financial statements will be provided no later than 30 June of the calendar year following the year during which activities funded by the contribution are operationally completed; and

- An up-dated annual Budget for the following year by 31 August 2018, for activities in 2019, and an up-dated annual Budget by 31st August 2019 for activities in 2020.

All financial statements will be prepared and submitted in accordance with UNOPS standard requirements and formats.

## Annex I: Hosting Terms – Scaling Up Nutrition (SUN) Movement Secretariat and Pooled Fund

### A. General provisions

- 1) The SUN Movement, established in September 2010, is a collaboration of stakeholders in governments, civil society, business, donors and international organisations to encourage increased political commitment and programmatic alignment to accelerate reductions in undernutrition. The emphasis is on women and children under two years of age. The current institutional structure of the SUN Movement was established in early 2012 under the aegis of United Nations Secretary-General, Ban Ki Moon. At the heart of the Movement are the growing number of countries that have opted to join: so far there are 57 and the Indian States of Maharashtra and Uttar Pradesh at the helm. This forms the basis of an inclusive multi-stakeholder political movement for nutrition.
- 2) The stakeholders who support the SUN Countries have organized themselves into four networks (United Nations, Donors, Business and Civil Society). Their members have committed to align their financial and technical resources with national nutrition priorities, strengthen the multi-stakeholder and multi sectoral approach, exchange experiences, and support the sharing of knowledge.
- 3) To ensure that the Movement is fit for purpose to contribute to achieving the goal of ending malnutrition, the Lead Group of the SUN Movement commissioned, in September 2013, an Independent Comprehensive Evaluation which took place in 2014. The evaluation represented an opportunity for the Lead Group to assess the relevance, efficiency and effectiveness of the Movement and adjust the priorities, operating modalities and stewardship arrangements accordingly. The findings of the evaluation informed a visioning process that sought to ensure that the Movement is fit for purpose after 2015.
- 4) The renewed high-level 2016-2020 Strategy for the SUN Movement builds on strengths and momentum from the Movement's work to date as it forges new paths ahead, responding to demands from countries and the insights generated by the Independent Comprehensive Evaluation. Renewed stewardship arrangements have been put in place and include a renewed Lead Group, an Executive Committee and a new SUN Movement Coordinator.
- 5) The general principles that will guide the hosting arrangements of the Secretariat at United Nations Office for Project Services ("UNOPS") and the provision of the Secretariat services are as follows:
  - a) The Lead Group has the overall responsibility for the Movement's progress towards achieving its strategic objectives and preserving its unique character; and act as high-level emissaries for the Movement, advocating on specific issues related to the strategy and, in global fora, an end to malnutrition in all its forms;
  - b) The Executive Committee acts on behalf of the Lead Group to oversee the development and implementation of the Movement's strategy and its operating modalities; and supports the Coordinator to galvanise political commitments to nutrition and to promote the ethos and values of the Movement. It also provides overall direction and endorsement of the workplan and budget of the SUN Movement Secretariat.
  - c) The Executive Committee and the SUN Movement Coordinator report on their activity to the Lead Group. The Executive Committee and SUN Movement Coordinator will be ultimately responsible through the Secretariat on strategic and programmatic directions and achievement of results. UNOPS' responsibilities are limited to the services articulated in these Hosting Terms.
  - d) The Coordinator is appointed by the United Nations Secretary General, at the Assistant Secretary General level, and substantively reports to the Lead Group and is supported by the Executive Committee. He/she has primary responsibility to the SUN government focal points; provides direct line management of the Director of the Secretariat and receives guidance on the Secretariat's performance by the Executive Committee; and provides regular updates on progress to the SUN

government focal points, the SUN Networks, the Executive Committee, the chair of the Lead Group and the UN Secretary General as appropriate.

- e) The Lead Group, through its Chair or his/her designee(s), will be able to provide input into UNOPS' performance assessment of the SUN Movement Coordinator, including with respect to UNOPS' hiring and termination decisions.
  - f) The day-to-day implementation of workplan and execution of budget is carried out by the Secretariat headed by the Director who reports to the SUN Movement Coordinator.
  - g) The Movement will have a clear identity and mandate that is recognizable to all stakeholders.
  - h) The Executive Committee and SUN Movement Coordinator will have the ability, directly and through the Secretariat, to communicate with its partners without UNOPS prior approval.
  - i) UNOPS will provide hosting services including operational and accountable administrative support to enable the Secretariat to implement the Movement's Strategy and activities stipulated in the workplan.
  - j) The SUN Movement Secretariat in coordination with UNOPS will have flexibility to attract a diverse set of donor resources to support the Secretariat and the Movement's activities.
- 6) UNOPS and the Secretariat will establish standard operating procedures covering all key aspects of the Secretariat's support to the Movement's operations (the "SOPs" ) consistent with (a) the principles outlined above and the other provisions of these Hosting Terms and (b) the organizational directives and administrative instructions of UNOPS, including but not limited to the internal and external auditing procedures contained therein and further regulated by the Executive Board of UNDP/UNFPA/UNOPS. The SOPs are internal UNOPS and SUN Movement Secretariat documents developed specifically in support to the Secretariat, reflecting the day-to-day operations of the Secretariat and may therefore be amended by UNOPS and by the Secretariat as and when required in light of the needs of the activities of Secretariat's operations as identified by the Coordinator and/or Executive Committee. Where a proposed amendment to the SOP concerns matters that are within the responsibility of the Lead Group and/or Executive Committee, then any such amendment will be subject to the prior approval of respectively Lead Group and/or Executive Committee (as the case may be).
- 7) The Matrix of Responsibilities will be developed to clearly identify all key internal workflows of the provision of hosting services to the Secretariat and the roles and responsibilities of UNOPS Portfolio Management Team and the SUN Movement Secretariat.
- 8) All activities of the Secretariat will be undertaken in accordance with (a) the UNOPS Rules and Regulations, (b) these Hosting Terms and (c) the SOPs, with any conflict relating to interpretation resolved in such order of priority.

## **B. Governance**

- 1) Appointed by and accountable to the UN Secretary General, the renewed Lead Group includes leaders in government, of business, of civil society and the United Nations' system. It reports to the UN Secretary General on progress towards its goals and guides the SUN Movement Coordinator's efforts to galvanise political commitment to nutrition. The Lead Group has no legal status or binding obligations. Members do not have any legal or fiduciary responsibility for the Movement.
- 2) As part of the roles and responsibilities, the Executive Committee 1) provides guidance and support to the Coordinator's focus on results for improving the nutritional status of mothers and children; 2) oversees efforts to align support for all SUN countries to achieve results by encouraging: (i) appropriate mechanisms are in place to track the impact and implementation of the strategy and advise the Coordinator on the course-corrections required; (ii) the work of the Secretariat and Networks is aligned with the Movement's strategic objectives and that they are adequately resourced; (iii) the providers of assistance are organised in ways that enable support that is timely and predictable, efficient and effective, relevant and prioritised; 3) develops its expected deliverables, for approval by the Lead Group. The Executive Committee consists of 15 people serving for a period of two years. The SUN Movement Coordinator serves as an ex-officio member. The Executive Committee reports on its activities to the Lead Group.

- 3) The SUN Movement Coordinator is responsible for directing the implementation of the SUN Movement's strategy. He/she represents the SUN Movement to galvanise political commitment to end malnutrition in all its forms and promotes and preserves the Movement's core values, principles and character. Furthermore the Coordinator leads the SUN Movement Secretariat in line with the guidance provided by the Executive Committee and within the parameters of the strategy; reflects the perspective of the national Movements to scale up nutrition; develops an annual work plan, incorporating expected deliverables, guided by the Executive Committee and approved by the Lead Group; corrects the direction of the Movement should the strategy not be achieving its intended impact, as indicated by the Movement's monitoring mechanisms and on the advice of the Executive Committee or Lead Group; and updates the UN Secretary General and the wider Movement on progress, opportunities and challenges to scaling up nutrition. The Coordinator is appointed by the United Nations Secretary General, at the Assistant Secretary General level, and reports to the UN Secretary General, being accountable to the Lead Group and guided by the Executive Committee. He/she has primary responsibility to the SUN government focal points; provides direct line management of the Director of the Secretariat and receives guidance on the Secretariat's performance by the Executive Committee; and provides regular updates on progress to the SUN government focal points, the SUN networks, the Executive Committee, the chair of the Lead Group and the UN Secretary General as appropriate.
- 4) The Coordinator will be responsible for the execution of the annual workplan and budget of the Secretariat in support of the implementation of the Strategy as guided by the Executive Committee. The Coordinator will provide overall management and leadership to the Secretariat, supervise the Director of Secretariat and be responsible for the guidance and direction of the Secretariat's work, and provide assistance to the UN Secretary General, Executive Committee and Lead Group on setting policies and strategies for the Movement, each as more particularly described in the respective Terms of References.
- 5) The Coordinator will substantively report to the Lead Group on all matters relating to the execution of the SUN Movement Strategy and the use of SUN Movement Secretariat's resources. That being said, the Coordinator's primary reporting line on all administrative matters will be to UNOPS Executive Director. All day-to-day administrative decisions related to the Coordinator's employment contract (such as annual leave and official travel) will be taken by the UNOPS Executive Director.
- 6) The performance of the Coordinator will be regularly assessed in accordance with the applicable UN/UNOPS Rules and Regulations. UNOPS will consult with the Lead Group on the assessment of the Coordinator's performance. Any decision to renew, or not to renew or to terminate the Coordinator's appointment will be made by UN Secretary General and the Lead Group in consultation with UNOPS.
- 7) The Secretariat is headed by the Director of the Secretariat who reports directly to the SUN Movement Coordinator. By July 2016 the staffing plan of the Secretariat includes 20 full-time professional staff members and a facilitation team of 8 staff. The staffing plan will be reviewed and adjusted to support the revised Strategy and Roadmap (2016-2020).
- 8) UNOPS will provide support to the SUN Movement Secretariat and will serve as trustee of the financial resources of the Secretariat. The functions of UNOPS as a provider of hosting services will include, but not be limited to, disbursing financial resources allocated to projects subject to agreements, reporting on all financial and operational aspects of the Secretariat, ensuring fiduciary oversight of the implementation of projects in accordance with decisions of the SUN Movement Coordinator, Executive Committee and Lead Group as well as contribution agreements and fulfilling other functions, as mutually agreed with the SUN Movement Coordinator, Executive Committee and the donors to the SUN Movement Secretariat.
- 9) These terms (the "Hosting Terms") are to serve as the basis of UNOPS' responsibilities and duties while providing the Secretariat for the Movement, and supplement the provisions of the Terms of References for the Lead Group, Executive Committee, SUN Movement Coordinator and Secretariat. Accordingly, references to the Secretariat throughout these Hosting Terms are references to the body of UNOPS personnel assigned to serve within the Secretariat, led by the Director of Secretariat under supervision of SUN Movement Coordinator.
- 10) For as long as UNOPS provides the services contemplated under these Hosting Terms, UNOPS will participate on the Executive Committee as a non-voting *ex officio* member. UNOPS will advise the Executive Committee on the administrative and financial implications of decisions of the Executive

Committee in the context of UNOPS' Rules and Regulations. UNOPS will also keep the Executive Committee and its working groups updated on any proposed changes to UNOPS Rules and Regulations that could have a material negative impact on the operations of the Secretariat and its ability to execute the Strategy, or that would derogate from the general principles outlined above. UNOPS retains the right not to implement any decisions which are not in line with UN/UNOPS policies.

#### **C. Work plans and budgets**

- 1) The Secretariat will prepare annual work plans and budgets with respect to the Secretariat's resources, by reference to the SUN Movement Strategy, stewardship arrangement and UNOPS Rules and Regulations, to be submitted in a timely manner for review and approval by the Coordinator and final endorsement by the Executive Committee. All work plans will be prepared with reference to the overall objectives of the Movement as set out in the 2016-2020 Strategy and Roadmap approved by the Lead Group.
- 2) Formal endorsement by the Executive Committee of the annual work plans and budgets will provide the authority for the Coordinator and Secretariat to use funds held in each of the Core Programme Funds and other restricted-purpose funds to proceed with the Secretariat's activities, subject to availability of funds and, in the case of each restricted-purpose fund, subject to the terms of use of the relevant fund.
- 3) Such funds may be used for activities that include, but are not limited to:
  - a) the payment of costs for Secretariat's country-specific, regional or global activities;
  - b) the payment of travel costs for members of the Secretariat and its working groups in respect of meetings and other business, advocacy and communication efforts and other costs incurred with respect to meetings of the Executive Committee, Lead Group and its working groups;
  - c) the payment of the salaries and benefits of staff assigned to the Secretariat;
  - d) general operating costs, including rent, equipment, supplies, advisory services;
  - e) payment of service contracts;
  - f) payment to grantees under grant support agreements.

#### **D. Secretariat activities**

- 1) The Secretariat will implement the activities as per the annual work plan approved by the Coordinator and endorsed by the Executive Committee.

#### **E. Reporting**

- 1) The Secretariat will submit to the donors the following reports in accordance with the relevant donor contribution agreements:
  - a) Annual result-based narrative reports as of 31 December, by 30 June of the following calendar year;
  - b) Annual financial reports and annual certified financial statements as of 31 December, by 30 June of the following calendar year, or as requested on ad hoc basis.
  - c) Certified final financial statements will be provided no later than 30 June of the calendar year following the year during which activities funded by the contribution are operationally completed.
- 2) The Coordinator will submit to the UN Secretary General, Executive Committee and Lead Group, in accordance with its established processes, an annual results-based narrative reports.
- 3) The Secretariat will prepare consolidated narrative progress and financial reports, based on the report timeframe referred to above, and will provide those consolidated reports to each donor that has contributed to the Secretariat, in accordance with the relevant contribution agreement. Narrative reports will include a general description of the progress of the Secretariat's activities and specific notes on the results, impact and sustainability of the results. In addition, the Secretariat will prepare and present status reports on progress and results through attendance at Executive Committee meetings, with attended twice annually as minimum.

- 4) All financial statements will be prepared and submitted in accordance with UNOPS standard requirements and formats.
- 5) The Secretariat will produce any other reports stipulated in the donor contribution and project agreements.

**F. Secretariat Human Resources**

- 1) The Director of Secretariat is the hiring manager responsible for the selection of Secretariat's personnel, within the approved budgets. Personnel that are engaged and/or managed under the Secretariat by UNOPS will be subject to the provisions of the contract modality that governs their position. These will include:
  - a) UNOPS staff contracts, i.e. the contract modality that will result in SUN Movement's personnel holding UNOPS staff member status; or
  - b) Individual contractor agreements, i.e. the contract modality used by UNOPS to engage individuals to provide services within specific project-based deliverables.
- 2) The Director of Secretariat is also responsible for the assessment of performance of the Secretariat personnel and the management of personnel in accordance with applicable UNOPS Regulations and Rules.
- 3) The Director of Secretariat performs his/her duties under the direct supervision of the Coordinator. His/her performance assessment is performed by the Coordinator.
- 4) UNOPS will provide HR services through the recruitment, contracting and administration of qualified technical personnel/staff, in accordance with UNOPS rules, regulations and procedures. More explicitly, UNOPS will:
  - a) Advise on HR planning and organizational structure as required;
  - b) Engage, select, administer, train, advise and support personnel;
  - c) Assist/advise in the preparation of Job Descriptions, Terms of Reference and Vacancy Announcements for staff and non-staff positions, as required;
  - d) Write and post vacancy announcements in electronic and print media, as required;
  - e) Advise and assist in the selection process of suitable candidates;
  - f) Undertake the recruitment;
  - g) Advise, manage and administer personnel contracts including payments of salaries/fees, and applicable benefits and entitlements;
  - h) Organize learning & development activities, as required;
  - i) Advise and guide on performance management;
  - j) Administer separation cases;
  - k) Advise and guide on Absence Management and Leave Monitoring;
  - l) Manage disciplinary cases;
  - m) Provide advice and guidance on HR contract modalities, applicable UN regulations and rules, UNOPS rules, policies and procedures, recruitment and selection, performance management; learning & development; and related systems and tools.

**G. Trustee functions**

- 1) UNOPS will have full fiduciary responsibility and accountability for the receipt, custody and disbursement of all contributions provided by donors under any contribution agreements entered into between UNOPS and any donor for the Secretariat.
- 2) Unrestricted donor contributions will be allocated to the core fund (pool fund), a pool of resources that can be used for any activity falling within the budget and workplan approved by the Coordinator and endorsed by the Executive Committee to support the Movement Strategy and Secretariat's workplan

("Core Fund"). All Core Fund contributions received by UNOPS will be recorded in a separate ledger account established by UNOPS for the Movement and pooled along with other contributions received by UNOPS from donors for the same purpose.

- 3) Restricted purpose (earmarked) funds:
  - a) UNOPS will establish and maintain the Fund for the SUN Movement Secretariat (the Core Programme Fund) and if necessary the restricted-purpose funds can be also established for activity earmarked contributions. In such cases, restricted donor contributions will be allocated to the relevant activity funds and will be used only for the purposes of that particular fund. In all other cases, non-restricted Programme Fund will be used to implement the approved annual workplan of the Secretariat.
  - b) The purpose of each such fund, and the terms of use of monies held in Core Programme Fund and restricted-purpose fund (including any material amendment thereto), shall be as set out in the Strategy relevant to the particular programme and shall be subject to approval by the Coordinator and endorsement by the Executive Committee and each contributing donor.
  - c) Restricted purpose funds will be recorded in a separate ledger account established by UNOPS for the Secretariat for each such fund and shall not be co-mingled with the Core Fund.
- 4) Accounts for each of the Core Fund and restricted-purpose funds will be established and administered by UNOPS in accordance with the applicable UNOPS Regulations and Rules pertaining to the receipt and administration of funds. In addition, the following provisions will apply:
  - a) UNOPS will not absorb gains or losses on currency exchanges, which will increase or decrease the funds available for the Movement's activities; and
  - b) UNOPS will invest funds received in accordance with UNOPS's investment policy and will credit and account for all interest and other earnings on deposits of Core Funds and restricted-purpose funds to the relevant fund.

#### **H. Procurement**

- 1) Any procurement activities carried out by UNOPS will be in accordance with the applicable UNOPS Regulations and Rules. Equipment and materials purchased by UNOPS with funds provided by the SUN Movement Secretariat, will be the property of UNOPS unless otherwise agreed, or until such time as UNOPS transfers such property to a recipient/grantee per grant agreements, inter-agency agreements, project cooperation agreements or other arrangements.
- 2) UNOPS will provide standard procurement and contracting services for the Secretariat in line with 'best value for money' practices and applicable sustainability elements. More explicitly, the UNOPS will:
  - a) Assist/advise in the preparation of Technical Specifications or Terms of Reference, if required;
  - b) Undertake the solicitation and sourcing process including, if required, the advertisement of the tender in electronic and print media;
  - c) Evaluate tender documents together with the Secretariat;
  - d) Pursue contracts approval from the relevant UNOPS Contracts Committee if required;
  - e) Issue contracts or agreements as appropriate and develop tailor made contracts and agreements if required;
  - f) Administer contracts/agreements including the monitoring of performance and issuance of due payments, accordingly;
  - g) Arrange cargo insurance if required.

#### **I. Grants**

- 1) Any grant management and administration activities carried out by UNOPS will be in accordance with the applicable UNOPS Regulations and Rules and Administration Instruction(s) on Grants.

#### **J. Financial Management Services**

- 1) UNOPS would have full delegated authority for the financial management of the SUN Movement Secretariat's accounts in accordance with its own Financial Rules and Regulations and within the approved strategy, work plan and priorities. More explicitly, UNOPS will
  - a) Receive donor contributions following the signature of respective Contribution/Project Agreements both for Core (pooled) programme funds and restricted (earmarked) funds.
  - b) Receive and register the funds in a central database;
  - c) Maintain a financial management system to reflect transactions related to the Movement;
  - d) Maintain separate ledger accounts to reflect all advances from proceeds of contributions and of all expenditures paid from these contributions;
  - e) Support in preparation of annual budgets for presentation to the SUN Movement Coordinator;
  - f) Disburse financial resources allocated to properly approved projects/programmes/activities through adequate legal agreements and actions;
  - g) Monitor expenditures to ensure that funding is spent for the intended purpose;
  - h) Carry out auditing and monitoring & evaluation activities as requested and/or required

**K. Audit Provisions**

- 1) UNOPS will be responsible for standard audit exercises for the SUN Movement Secretariat in line with its applicable policies, requirements and practices. More explicitly, the UNOPS will:
  - a) Undertake internal audits as per corporate policy to ensure compliance and best practices in line with UNOPS standards;
  - b) Identify and contract appropriate audit services as stipulated in the Contribution Agreements with donors or as request on case by case basis by the SUN Movement Coordinator and/or Executive Committee and/or Lead Group;
  - c) Receive and comment on audit reports;
  - d) Follow up on the implementation of audit observations.

**L. Fees and Direct Costs**

- 1) In accordance with its Pricing Policy, UNOPS will charge relevant direct and indirect costs, including an annual Management Fee of 7% on all funds expended from the Core Fund and restricted-purpose funds.
- 2) UNOPS will be entitled to use amounts from the Core Fund to cover the annual direct costs of hosting and administering the Secretariat as agreed in advance with the Secretariat and included in annual work plans and, subsequently, project agreement.
- 3) Any modification to the agreed amount, or to the manner in which UNOPS is financially compensated, will be jointly agreed on by the SUN Movement Coordinator and/or Executive Committee (as relevant) and UNOPS.

**M. Periodic Review; Procedures for updating the Hosting Terms**

- 1) Bi-annually, the SUN Movement Coordinator, and/or Executive Committee (as relevant) and UNOPS may review the arrangements established by these Hosting Terms. Should either the SUN Movement Secretariat or UNOPS determine that the arrangements should be brought to an end, the Secretariat and UNOPS will provide sufficient notice and cooperate to ensure a smooth transition for the SUN Movement Secretariat.
- 2) These Hosting Terms will, at all times, be subject to the approval of the SUN Movement Coordinator and/or Executive Committee (as relevant). Should any revision of the Hosting Terms be considered necessary, a review will be undertaken by UNOPS in consultation with the SUN Movement Secretariat. The results of any such review, including but not limited to any proposed amendments to the Hosting Terms, will be mutually agreed upon between UNOPS and the signatories to the Agreement comprising these Hosting Terms.

**N. Privileges and immunities**

- 1) Nothing in or relating to the Hosting Terms will be deemed as a waiver, express or implied, of any of the privileges and immunities of the United Nations, including UNOPS.

## Annex II: Roles and Responsibilities of actors involved in the SUN Movement Pooled Fund

### **SUN Movement Executive Committee and SUN Movement Coordinator**

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

On an annual basis (or more frequently if either party considers it appropriate), the SUN Movement Coordinator will:

- Update the Executive Committee on the current strategy and its implementation – both identifying progresses to date, any challenges and priorities ahead;
- Propose possible adjustments to the SUN Movement pooled fund strategy to ensure its best support to the SUN Movement;
- Present the SUN Movement Pooled Fund Annual Report for information, and;
- Present the SUN Movement Pooled Fund Annual Work Plan for endorsement.

The SUN Movement Pooled Fund should be an information item on the Executive Committee agenda when considered appropriate, and a decision item at least once each year.

### **UNOPS**

UNOPS hosts the SUN Movement Pooled Fund and donors enter into legal agreement with UNOPS.

Once the funding is received by UNOPS, the disbursement of funds is done through standard UNOPS Grant management procedures. Any grant management and administration activities carried out by UNOPS is in accordance with the applicable UNOPS Regulations, Rules, and Administration Instruction(s) on Grant Support.

A Grant Management Office, a Grant Analyst and an M&E Specialist perform responsibilities for the day-to-day support of the fund and the running of the projects.

One **Grant Management Officer** and one **Grants Analyst** report to UNOPS Portfolio Manager and performs the following functions:

- Project management support, cost shared services that provide various operational support.
- Act as the main focal point for drafting of the Call for Proposals process.
- Administer the call for proposals process in line with UNOPS policies and procedures, this includes dissemination of CFP (and Expression of Interest if appropriate), collection of proposal, preparation for review by grant selection committee, preparation of evaluation reports and their submission to relevant authority for grant awards.
- Take lead responsibility for coordinating and facilitating the work of the grant selection committee.
- Works with different involved partners in monitoring implementation of grants by tracking timely start and completion of all activities and proactively highlighting for discussion and action the activities that are at risk of getting delayed.
- Draft grant agreements, in collaboration with SUN Movement Pooled Funds coordinator/advisor.
- Administer the timely signature of grants and release of funding to all grantees.
- Manage day-to-day administration of the grant management activities, tracks reports, processes grantee registrations, payments.
- Review financial information with the concerned team identify bottlenecks and corrective actions.
- Work with the UNOPS finance team to prepare quarterly accrual reports and the annual financial report as and when needed.

- Lead on the development of the annual narrative reports as required in project agreement documents and with inputs from the M&E Specialist and Pooled Funds coordinator/advisor.
- Organize sharing and feedback sessions with SUN Networks to review progress toward outcomes, bottleneck and identify possible solutions.
- Perform other related duties and task as needed for effective implementation of grants, narrative reports, financial reports, targets and KPIs as related.

The **Monitoring and Evaluation Specialist** has the capacity to travel to all countries where grants are being implemented - reporting to UNOPS Portfolio Manager (on grant administrative matters) and to SUN Movement Secretariat's Director (on technical matters). He/she performs the following functions:

- Lead the development and maintenance of a functioning monitoring, evaluation and reporting system, which will be coherent with project documents and ToR, and will generate data that allow for programme analysis and which ensures that all grantees submit timely, regular and structured monitoring reports.
- Direct data auditing and verification as well as programmatic spot checks to assure internal consistency and validity of programme activity monitoring data reported by all grantees through period data verification and auditing and spot check visits to grantees at all levels.
- Maintain the M&E database; review incoming data (for quality and programmatic); ensure the quality of database and that M&E data are readily available for UNOPS and the SUN Networks
- Review and verify M&E findings and following-up the recommendations.
- Assess Grantee has capacity in M&E systems; ensure adequate feedback to/from the Grantees on data obtained from the M&E system, in liaison with SUN Networks
- Prepare quarterly and annual/or ad hoc programmatic progress updates for UNOPS, SUN Movement Secretariat, donors.
- Participate in the implementation of capacity building courses through workshops and on the job trainings on monitoring, evaluation and reporting as required for Grantees in liaison and collaboration with the SUN Networks.
- Assist UNOPS in the identification of potential implementation problems and bottlenecks.
- Provide staff trainings in M&E best practices.
- Organize field evaluations as required
- Advise the grant selection committee and act as subject matter specialist on grant review processes (for any future call for proposals).
- Participate in grant negotiations including submission of quality inputs required to ensure the grant agreement signature (for any future call for proposals).
- Coordinate with the SUN CSN MEAL advisor in order to align MEAL efforts and develop an effective, strategic and cost-effective approach to MEAL for CSAs.
- Any other tasks assigned by supervisor to support the overall Management, Supervision, Monitoring and Evaluation of the implementation of the Global Fund grants.

Three regional Monitoring & Evaluation Officers will be hired in 2019 to ensure support, monitoring and oversight management to all 60 projects.

#### **SUN Movement Secretariat**

A **SUN Movement Pooled Fund Coordinator**, as part of the SUN Movement Secretariat, is responsible for:

- In collaboration with UNOPS Grant Administrator draft eligibility criteria for the selection of proposals based on project agreement assigned between UNOPS and donors.
- Assist UNOPS in reviewing proposals submitted by requesting entities for consistency with agreed SUN principles and triangulate information with appropriate SUN Networks, stakeholder groups and in-country actors including SUN Government Focal Points and donor conveners.

- Contribute to ensuring that policies and strategies decided by the SUN Lead Group are implemented and adhered to.
- Ensure that the SUN Movement Executive Committee is kept informed of progresses to date, challenges and priorities ahead of the SUN Movement Pooled Fund.
- Support the SUN CSN with fundraising and sustainability for the network and alliances, technical assistance in MEAL, governance and other areas as applicable in support of enabling strong and sustainable civil society alliances.

#### **Consultative Group**

The **Consultative Group** made of donors to the pooled fund and representatives of the SUN Networks will be reconvened to discuss the new direction of the fund should more financial resources become available after the first call for proposal. Conversations will then be reactivated on scope and content and parameters for new call for proposals, which will then translate into an amendment of the initial Fund's Project Agreement.

The Coordinator of the SUN Movement will chair the Consultative Group and with support from the SUN Movement Secretariat will convene and organize relevant meetings.

ANNEX III: Pooled Fund Provisional Budget– as approved by the Consultative Group in June 2019 – and Donors contributions (2018-2020)

SUN Movement Pooled Fund Revised Budget 2018-2020 - USD (version June 2019)					
BUDGET ACCOUNTS	USD Revised Budget Estimate (2018 - 2020 /3 years) JUNE 2019 approved budget by Consultative Group	USD Realized Budget Year 1 (2018)	USD Provisional Realized Budget Year 2 (2019)	USD Provisional Realized Budget Year 3 (2020)	USD TOTAL Provisional Realized Budget (2018-2020)
Grants Window I Cycle I (21 grants to CSAs)	2,394,000	1,053,954	1,340,046		2,394,000
Grants Window I Cycle I (CSAs TOP-UPS)	946,000		946,000		946,000
Grants Window I Cycle II (19 grants to CSAs)	3,800,000		1,900,000	1,900,000	3,800,000
Grants Window II Cycle I (10 grants to MSPs)	3,000,000		1,500,000	1,500,000	3,000,000
Remaining budget (pending decision by the Consultative Group)	36,625				-
<b>GRANTS</b>	<b>10,176,625</b>	<b>1,053,954</b>	<b>5,686,046</b>	<b>3,400,000</b>	<b>10,140,000</b>
Pooled Fund Coordinator	468,504	49,526	140,000	170,000	359,526
Grant Analyst	414,972	92,959	110,000	161,006	363,966
M&E Specialist	468,504	91,434	125,000	170,000	386,434
Grant Management Officer	199,500		35,000	125,684	160,684
M&E Officer (Cote d'Ivoire)	57,000		21,000	36,000	57,000
M&E Officer (Indonesia)	95,000		35,000	60,000	95,000
M&E Officer (Ethiopia)	123,500		45,316	78,184	123,500
Locally Managed Direct Costs	195,000	65,000	65,000	65,000	195,000
<b>PERSONNEL</b>	<b>2,021,980</b>	<b>298,919</b>	<b>576,316</b>	<b>865,875</b>	<b>1,741,110</b>
<b>TRAVEL</b>	<b>259,000</b>	<b>16,128</b>	<b>121,436</b>	<b>121,436</b>	<b>259,000</b>
<b>COMMUNICATION&amp;VISIBILITY</b>	<b>92,500</b>	<b>5,329</b>	<b>43,585</b>	<b>43,585</b>	<b>92,500</b>
<b>FEES (7%)</b>	<b>878,507.35</b>	<b>100,753.18</b>	<b>454,466.82</b>	<b>314,712.73</b>	<b>869,932.73</b>
<b>TOTAL</b>	<b>USD 13,428,612</b>	<b>USD 1,540,084</b>	<b>USD 6,946,850</b>	<b>USD 4,810,609</b>	<b>USD 13,297,543</b>

Donors to the Pooled Fund	Contribution - Budget in US\$	Contribution - Budget as per Legal Agreement (Local Currency)	End Date Donor's agreement
Switzerland	\$4,000,000	\$4,000,000.00	31-Dec-20
Ireland	\$1,421,800	EUR 1,200,000.00	1-Dec-18
Canada	\$785,546	CAD 1,000,000.00	31-Dec-19
Norway	\$2,634,352	NOK 22,500,000.00	31-Dec-20
United Kingdom	\$2,996,005	GBP 2,250,000.00	31-Dec-20
Germany	\$1,590,909	EUR 1,400,000.00	31-Dec-20
<b>TOTAL</b>	<b>\$13,428,612</b>		
<i>European Commission</i>	<i>\$4,459,309</i>	<i>EUR 4,000,000.00</i>	<i>under discussion</i>

## ANNEX IV: Results Framework of the SUN Movement Pooled Fund – 2018 - 2020

	Hierarchy of objectives Strategy of Intervention	Key Indicators	Data Sources Means of Verification	
	<b>Impact (Overall Goal)</b>			
	The Overall Goal of this intervention is to contribute towards “Strengthened participation by in-country non-state stakeholders and parliamentarians in national multi-stakeholder platforms to implement scale up nutrition plans”			
	Outcomes	Outcome Indicators	Sources and means of verification	Outcome Assumptions & Risks
SMART Planning & Legislation	<p><b>Outcome 1 (SMART planning):</b> By the end of the grant period the grantee SUN Countries have SMART, costed, multi-stakeholder, multi-sectoral Nutrition Plans in place.</p>	<ul style="list-style-type: none"> <li>• % of national nutrition plans that clearly show inclusiveness of CSAs inputs including a special focus on equity and human rights.</li> <li>• % of national nutrition plans that show clarity and relevance of priorities, goals, objectives, interventions and programmes based on a sound situation analysis.</li> </ul>	<ul style="list-style-type: none"> <li>• Approved national plans (documents)</li> <li>• CSAs inputs to quality review of national plans using the SUN Movement Checklist on the criteria and characteristics of ‘good’ national nutrition plans.</li> <li>• SUN Movement MEAL system (indicator on the ‘quality’ of national plans).</li> </ul>	<ul style="list-style-type: none"> <li>• R: Elections are an opportunity for nutrition messaging/campaign manifesto’s, but can also slow and divert parliamentary involvement in other areas.</li> <li>• Governments allow Civil Society Alliances (CSA) to actively contribute to decision making processes at national and subnational level with a focus on legislation, planning, budgeting, implementation and accountability.</li> </ul>
Financial Resourcing	<p><b>Outcome 2 (Resourcing):</b> By the end of the grant period, international and domestic resources are better mobilised to finance national nutrition plans.</p>	<ul style="list-style-type: none"> <li>• % of costed national nutrition plans that address financing gap highlighted through the work of CSAs and other stakeholders</li> <li>• % of costed national nutrition plans that show a reduction in the financing gap.</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence on finance gaps based on current spending and cost estimation.</li> <li>• Evidence on increased additional funding.</li> <li>• SUN MEAL system (indicators on finance for nutrition)</li> <li>• CSAs MEAL system</li> </ul>	

Enabling Implementation	<p><b>Outcome 3 (Effective Implementation and accountability):</b> By the end of the grant period, the SUN Country CSA is on track in implementing their nutrition commitments and are making a demonstrable contribution to reducing malnutrition at sub-national level.</p>	<ul style="list-style-type: none"> <li>• % of funded CSAs that increase their scoring in terms of functionality</li> <li>• % of in-country stakeholders that report on their commitments and % of those that are on-track in the implementation.</li> <li>• % of countries with active CSAs engagement that report progresses towards reducing malnutrition.</li> <li>• % of countries with active CSAs engagement that report progresses in addressing gender inequality.</li> </ul>	<ul style="list-style-type: none"> <li>• Global repository of commitments (e.g. N4G/GNR and newly established Milan Summit).</li> <li>• SUN annual Progress Report and Global Nutrition Report.</li> <li>• SUN MEAL system (e.g. indicators on commitments, legislation, coverage of interventions, nutrition indicators).</li> <li>• CSN Functionality Index</li> <li>• CSAs MEAL system</li> </ul>	<ul style="list-style-type: none"> <li>• A: Sufficient funding is available from donors to continue supporting the project.</li> <li>• R: Independence of CSOs not fully recognized (e.g. government nominating persons outside the CSA for participation in SUN meetings)</li> <li>• R: Private sector interests block/divert parliamentarians' focus on policy development and nutrition financing.</li> <li>• R: National emergencies (e.g. civil war, infectious disease outbreak, natural disaster) reverts funding and priorities.</li> </ul>
	Outputs (per outcome) and costs	Output Indicators	Sources and means of verification	Output Assumptions and Risks
	For Outcome 1 (SMART planning):			
SMART Planning & Legislation	<p><b>Output 1.1</b> Civil Society Organizations (CSOs), particularly those at a decentralized level, are enabled by the CSAs to contribute to national plans and processes.</p>	<ul style="list-style-type: none"> <li>• Number of roundtables and consultations organized with local, marginalized CSOs at subnational level.</li> <li>• Number of training and/or other capacity building activities targeted to local, marginalized CSOs.</li> <li>• Evidence of public attendance during community events.</li> </ul>	<ul style="list-style-type: none"> <li>• Photos, reports and case studies from the CSAs</li> <li>• Written submissions to national policy forums.</li> <li>• Training reports and case studies on participatory approaches for marginalized CSOs.</li> <li>• Social media use such as Twitter, Facebook, online petitions, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• A: CSOs are willing to participate at workshops and public attendance</li> <li>• A: CSA is reaching out to a geographically diverse set of CSO's.</li> <li>• R: CSO's and grassroots organization lack the financial/logistical ability to attend national planning processes.</li> </ul>

	<p><b>Output 1.2</b> Nutrition champions (e.g. religious leaders, celebrities, affected community representatives) increase the profile of nutrition and influence legislations and policies, planning and budgeting for nutrition.</p>	<ul style="list-style-type: none"> <li>• Number of parliamentarian champions and key influencers that speak about nutrition in key decision-making processes related to legislation, policy making, planning and budgeting.</li> <li>• Number of parliamentary hearings and pledges.</li> <li>• Number of position platforms/manifesto contributions.</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of identification and engagement with parliamentarian champions and key influencers.</li> <li>• Parliamentarians’ pledges, hearing minutes, documents, reports and case studies from CSAs.</li> <li>• Reports from public hearings, parliamentary hearings/meetings, correspondence available, briefing documents, policy reports, case studies.</li> <li>• Media and Press releases.</li> </ul>	<ul style="list-style-type: none"> <li>• A: Parliamentarians and influencers are willing to earnestly engage in the process.</li> <li>• R: Nutrition champions do not represent the geographic, linguistic, social diversity to elevate nutrition profile effectively.</li> </ul>
	<p><b>Output 1.3</b> Results from advocacy and analyses conducted by CSAs are used by decision makers to inform national and sub-national legislation, policy-making, planning and budgeting.</p>	<ul style="list-style-type: none"> <li>• Number and quality of national and subnational plans that clearly incorporate contributions by CSAs</li> <li>• Number of policy briefings and submissions to policy forums.</li> <li>• Evidence of policy positions from CSAs towards specific policy changes (e.g. media reports, briefing documents, review papers).</li> </ul>	<ul style="list-style-type: none"> <li>• Reports and case studies from CSAs.</li> <li>• Media reports.</li> <li>• Evidence of campaigning and activity reports.</li> <li>• Evidence of attribution to legislative change.</li> </ul>	<ul style="list-style-type: none"> <li>• A: Governments allow CSA to actively contribute.</li> <li>• A: CSA provide coherent suggestions to the plans and policies</li> <li>• R: Governments may reject or exclude CSA suggestions post-engagement.</li> </ul>
	<p><b>For Outcome 2 (Resourcing):</b></p>			
<p><b>Financial Resourcing</b></p>	<p><b>Output 2.1</b> Civil society contribution to and analysis of nutrition specific and sensitive allocations and expenditures made available at national and subnational levels either supplementing or collaborating with any existing budget analysis and review.</p>	<ul style="list-style-type: none"> <li>• Scope, quality and use of the finance data generated from the analyses conducted by the CSAs (either as supplements or as contribution).</li> </ul>	<ul style="list-style-type: none"> <li>• Finance reports and datasets including links (or clear information) on finance data sources.</li> <li>• Budget analysis documentation such as photos, papers, correspondence and interviews.</li> </ul>	<ul style="list-style-type: none"> <li>• A: Data is made easily available and accessible.</li> <li>• R: Security or political instability impedes financial data-sharing with CSAs.</li> </ul>

	<p><b>Output 2.2</b> Civil society supports Governments and local partners to access innovative sources of financing including international funds such as the Global Financing Facility, Power of Nutrition, and financial pledges from INGOs, etc.</p>	<ul style="list-style-type: none"> <li>• Amount of additional funds (domestic and international) mobilized through the support of CSAs.</li> <li>• Cost estimates for prioritized programmes or interventions (specific and or sensitive to nutrition).</li> <li>• Estimates of finance gaps based on the analysis of costs and current spending.</li> </ul>	<ul style="list-style-type: none"> <li>• Finance reports and datasets.</li> <li>• Briefs submitted to policy forums, decision makers and parliamentary champions.</li> </ul>	<ul style="list-style-type: none"> <li>• A: Innovative sources of funding are available.</li> <li>• R: Governments are not willing meet the reporting/eligibility/transparency criteria to access those funds.</li> </ul>
	<p><b>For Outcome 3 (Implementation and Accountability):</b></p>			
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Enabling Implementation</p>	<p><b>Output 3.1</b> Civil Society Alliances put CSO membership at the forefront, enabling them to actively contribute to multi-sectorial and multi-stakeholder decision-making and coordination platforms at national and subnational level.</p>	<ul style="list-style-type: none"> <li>• Number and quality of national or subnational platforms that put CSA contributions at the forefront.</li> <li>• Number of Behaviour Change campaigns organized in marginalized communities through the support to local CSOs.</li> <li>• Number of representatives from marginalized communities that have been engaged in Behaviour Change campaigns and/or events to influence decision-making and coordination.</li> </ul>	<ul style="list-style-type: none"> <li>• Reports and case studies by the CSAs including evidence of mechanisms for the inclusion of CSAs in decision-making and coordinating platforms.</li> <li>• Evidence of public mobilization (audio and documents) and attribution towards desired changes (e.g. on plans, budgets or programmes).</li> <li>• Evidence of BCC campaign including attribution towards desired changes (e.g. on citizens' participation, right to food, etc.).</li> <li>• Disaggregated lists of participants in key events.</li> </ul>	<ul style="list-style-type: none"> <li>• A: Sub-national CSOs are willing to dedicate the time and patience to long, national-level policymaking processes.</li> <li>• R: Governments do not permit the CSA to organize public events for fear of criticism.</li> <li>• R: State-owned and privately-owned media do not respect the neutrality of CSA nutrition messaging.</li> <li>• R: Sub-national CSOs view activities as a responsibility of hosting entity, not their own.</li> </ul>

	<p><b>Output 3.2</b> Civil Society Alliances contribute to and report on national progress in the SUN annual Progress Report as well as other national reporting mechanisms including Voluntary National Reviews for the Sustainable Development Goals.</p>	<ul style="list-style-type: none"> <li>• Quality of inputs received from sub-national CSOs required for the CSA to inform national or global reporting mechanisms, e.g. SUN Annual Progress Report, Global Nutrition Report.</li> <li>• Evidence of CSA engagement and coordination with national review mechanisms such as the SDG national review process. Evidence of CSAs reporting or contributing to reports on inequity and vulnerability status of the population at national or sub-national level.</li> </ul>	<ul style="list-style-type: none"> <li>• CSA submission to reporting mechanisms.</li> <li>• Disaggregated data and case studies by the CSAs.</li> <li>• Annual performance survey by the CSN (part of the SUN MEAL system).</li> <li>• SUN annual Progress Report, Global Nutrition Report and other published documents.</li> </ul>	<ul style="list-style-type: none"> <li>• A: Reports are easily accessible to CSO constituents in language/content.</li> <li>• A: Security environment is stable enough to conduct field visits.</li> <li>• R: Data collection is less accessible/reliable in remote and/or underdeveloped communities.</li> <li>• R: Sub-national CSOs view activities as a responsibility of hosting entity, not their own.</li> </ul>
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	<p><b>Output 3.3</b> With the support of the CSA, sub-national CSOs encourage local authorities to honour and report on their nutrition commitments.</p>	<p>Quality of data received from CSAs about accountability and progress on existing commitments. Evidence of CSAs reporting national-level progress back to its sub-national members for engagement and motivation.</p>	<ul style="list-style-type: none"> <li>• Global accountability mechanisms (e.g. N4G or Milano Summit reporting mechanism).</li> <li>• Register of commitments by the CSAs (collated by the Civil Society Network).</li> <li>• Annual performance survey by the CSN (part of the SUN MEAL system).</li> </ul>	<ul style="list-style-type: none"> <li>• A: Sub-national CSOs recognize the value in capacity building efforts.</li> <li>• R: National policy limits the financial durability of sub-national CSOs.</li> <li>• R: Local politics hamper basic advocacy efforts or reject nutrition manifestos.</li> <li>• R: Sub-national CSOs reticent to hold local/national governments accountable.</li> </ul>
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Activities (per output)		Inputs (Means and resources)
<b>For Outcome 1: SMART Planning &amp; Legislation</b>		<b>Inputs (Means and resources)</b>
<b>Output 1.1</b>	<p><b>Activity 1.1.1</b> Organizing round-tables and consultations with grassroots and community organizations/associations to bring their perspective into national policy and planning processes (e.g. the development of national plans and common-results framework).</p>	<p>Inputs for advocacy, communication and social media. Costs to organize the round-tables and consultations (travel costs, DSAs, etc.).</p>
<b>Output 1.2</b>	<p><b>Activity 1.2.1</b> Identification and support to parliamentarians to increase awareness and provide improvement strategies in the nutritional status of their constituencies.</p>	<p>Inputs for advocacy, communication and social media. Meeting and travel costs.</p>

<b>Output 1.2</b>	<b>Activity 1.2.2</b> Providing evidence and policy suggestions to political parties to enable inclusion of nutrition commitments in position platforms/manifestos.	Inputs for evidence generation and analysis. Inputs for advocacy, communication and social media. Meeting and travel costs.
<b>Output 1.2</b>	<b>Activity 1.2.3</b> Development of national mass of influential nutrition champions (e.g. age and gender-sensitive representation by religious leaders, celebrities, affected community representatives) to advocate for nutrition at the highest level.	Inputs for trainings and capacity building including travel costs. Inputs for the preparation of advocacy and communication material, social media and dissemination of results.
<b>Output 1.3</b>	<b>Activity 1.3.1</b> Campaigning for the introduction of new legislation, revision of outdated legislation, and enactment of those endorsed. <ul style="list-style-type: none"> <li>Particularly legislation related to the Breast milk substitute marketing (BMS) code, food fortification and healthy diet policies.</li> </ul>	Inputs for the development of a campaign strategy. Inputs for advocacy, communication and social media. Meeting and travel costs.
<b>Output 1.3</b>	<b>Activity 1.3.2</b> Increase women and youth awareness of their rights to food and nutrition, and support them in calling upon local or national legislators and informal authorities	Inputs for capacity building and sensitization Inputs for citizens mobilization Meeting and travel costs.
<b>For Outcome 2: Financial Resourcing</b>		<b>Inputs (Means and resources)</b>
<b>Output 2.1</b>	<b>Activity 2.1.1</b> Budget analysis and advocacy at a national and/or sub-national level to identify current nutrition expenditure, blockages, funding gaps and potential funding sources	Inputs for the budget analysis - finance data collection, analysis and presentation including costs for consultants, trainings, field visits and meetings.
<b>Output 2.1</b>	<b>Activity 2.1.2</b> Collection of finance data, implementation evidence and case studies from civil society interventions to contribute to nutrition policy objectives for all stakeholders.	Inputs for finance data collection, analysis and presentation including costs for consultants, trainings, field visits and meetings. Evaluation of civil society interventions including reach, coverage and impact.
<b>Output 2.2</b>	<b>Activity 2.2.1</b> Participation in key local, national, regional and international financing forums and processes to encourage financial commitments from governments and other stakeholders, e.g. FFD, AfDB, WB.	Inputs for travel costs, meetings. Inputs for advocacy and communication material.
<b>Output 2.2</b>	<b>Activity 2.2.2</b> Generation of evidence on the use of innovative financing mechanisms and their impact.	Inputs for the development of case studies (consultancy, travel costs, data collection, analysis and presentation and travel costs).

<b>Output 2.2</b>	<b>Activity 2.2.3</b> Collection and presentation of data and case studies to identify, evidence and cost high impact nutrition specific and sensitive interventions.	Inputs for data collection, analysis and presentation including costs for consultants, trainings, field visits and meetings.
<b>For Outcome 3: Enabling Implementation</b>		<b>Inputs (Means and resources)</b>
<b>Output 3.1</b>	<b>Activity 3.1.1</b> Public mobilisation (e.g. media, events, social media) to increase pressure for action on nutrition.	Inputs for the organization of public events (including travel costs), preparation of advocacy/communication and social media and dissemination of results.
<b>Output 3.1</b>	<b>Activity 3.1.2</b> Delivery of Behavioural Change campaigns and support to community organisations in planning and executing these at a local level to increase public awareness of nutrition issues. <ul style="list-style-type: none"> <li>This could include the right to food and nutrition and citizens' rights to participate in political processes, healthy diets and good care practices.</li> </ul>	Inputs for the development of a Behavioural Change campaign strategy. Inputs for training and on-the-job support to CSOs executing the BC campaign. Inputs for the implementation of the Behavioural Change campaigns including monitoring and evaluation of results.
<b>Output 3.1</b>	<b>Activity 3.1.3</b> Supporting marginalised groups and underserved communities to advocate for change, particularly women and children.	Inputs for training and on-the-job support. Inputs for travel costs and accommodation to ensure representation from marginalized communities in key events.
<b>Output 3.1</b>	<b>Activity 3.1.4</b> Training for local and grassroots organisations and media to increase their capacity as implementation agents and nutrition story-tellers.	Inputs for training and on-the-job support. Inputs for travel costs and accommodation to support their participation in key activities (e.g. Behavioural Change campaign, policy forums, etc.)
<b>Output 3.1</b>	<b>Activity 3.1.5</b> Engage CSOs to monitor private sector adherence to key nutrition policies and legislation and, where possible, working with local enterprises to support nutrition security for everyone. <ul style="list-style-type: none"> <li>This could include recording if local stores are selling products that violate of the International Code of Marketing of Breastmilk Substitutes.</li> </ul>	Inputs for training and on-the-job support to CSOs. Inputs for evidence generation, analysis, presentation and dissemination. Inputs for monitoring and consultations (including travel costs)
<b>Output 3.2</b>	<b>Activity 3.2.1</b> Identification of gaps in data collection and advocacy on the strengthening of existing data systems (e.g. HMIS - supporting regular data collection and feedback)	Inputs for data gap analysis. Inputs for advocacy and communication material
<b>Output 3.2</b>	<b>Activity 3.2.2</b> Employing local knowledge in the collection of disaggregated data to fill in gaps in data collection, especially amongst vulnerable, distant and marginalised communities.	Inputs for the organization of social audits and other participatory approaches for disaggregated data collection, analysis and presentation including costs for consultants, trainings, field visits and meetings.

<b>Output 3.2</b>	<b>Activity 3.2.3</b> Coordination with other sub-national networks to participate in Voluntary National Reviews, thereby reporting progress on SDG advancement.	Inputs for coordination including joint field visits, meetings, collection of information and evidence to feed into the SDG reporting processes.
<b>Output 3.3</b>	<b>Activity 3.3.1</b> Use of national and global accountability mechanisms to hold both local and national governments accountable to their constituencies e.g. scorecards, national Global Nutrition Report or Global Hunger Index report launches and media coverage.	Inputs for evidence generation on the use of accountability mechanisms. Inputs for advocacy, communication and social media. Inputs for the organization of report launches and media coverage.
<b>Output 3.3</b>	<b>Activity 3.3.2</b> Civil society organizations start to track the nutritional commitments of all stakeholders at national and sub-national level.	Inputs for training and capacity building of local CSOs. Inputs for evidence generation and reporting. Inputs for advocacy, communication and social media.
<b>Output 3.3</b>	<b>Activity 3.3.3</b> Generation of media coverage to celebrate commitments made and hold governments and partners accountable to commitments. <ul style="list-style-type: none"> <li>For example, via awards ceremonies to incentivise and celebrate local/regional authorities who have championed nutrition.</li> <li>For example, regional educational/advocacy media produced in the local dialect.</li> </ul>	Inputs for advocacy, communication and social media. Inputs for the organization of award ceremonies and media coverage.
<b>Cross-Cutting Operational Activities</b>		
<b>Cross-cutting</b>	Conducting annual CSA planning and review meetings.	Inputs for meetings and travel costs
<b>Cross-cutting</b>	Mapping CSOs to inform implementation plans and improved coordination. (skills, actions, etc.).	Inputs for data collection, analysis and collation in regularly updated datasets
<b>Cross-cutting</b>	Developing, training, and presenting the CSA MEAL framework to reflect upon the CSA's implementation progress and contributions to scaling up nutrition.	Inputs for the development of the CSAs MEAL framework. Inputs for data collection, analysis, presentation and feedback
<b>Cross-cutting</b>	Sharing knowledge and leaning across national and/or international networks for improved planning and policy development.	Inputs for calls across countries Inputs for the organization of meetings and consultations
<b>Cross-cutting</b>	Conduct gender analysis to identify equity gaps, changes and drivers to inform programme implementation and advocacy strategies.	Inputs for participatory data collection, analysis

