



SCALING UP NUTRITION (SUN) MOVEMENT

Pooled Fund Progress Report 2019



THE SUN MOVEMENT POOLED FUND IS SUPPORTED BY:



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Acronyms

CfP: Call for Proposal
CG: Consultative Group
CLT: Country Liaison Team
COI: Conflict of Interest
CRAFT: Country Results And Finance Team
CSA: Civil Society Alliance
CSN: SUN Civil Society Network
CSO: Civil Society Organization
CS-SUNN: Civil Society for Scaling Up Nutrition in Nigeria
DNA: DeoxyriboNucleic Acid
FCT: Federal Capital Territory Administration
GAIN: Global Alliance for Improved Nutrition
GIZ: The Deutsche Gesellschaft für Internationale Zusammenarbeit
GSS: Global Support System
ICA: Individual Contractor Agreement
INGO: International Non-Governmental Organization
MAPIM: Ministry of Agriculture, Processing Industry and Melioration
M&E: Monitoring and Evaluation
MEAL: Monitoring, Evaluation, Accountability and Learning
MPTF: Multi-Partner Trust Fund
MSP: Multi-Stakeholder Platform
NAF: Nutrition Advocacy Fund
NAFIN: Namibia Alliance for Improved Nutrition
NAFSAN: Nutrition and Food Security Alliance in Namibia
NGO: Non-Governmental Organization
NPAN: National Plan of Action for Nutrition
NSFSN: National Strategy for Food Security and Nutrition
PMR: Project Monitoring and Reporting
SBN: SUN Business Network
SMART: Specific, Measurable, Achievable, Realistic and Timebound
SMS: SUN Movement Secretariat
SOP: Standard Operating Procedures
SUN: Scaling Up Nutrition
TA: Technical Assistance
TAN: Technical Assistance for Nutrition
UN: United Nations
UNGM: UN Global Marketplace
UNICEF: United Nations Children's Fund
UNOPS: UN Office for Project Services
USD: United States Dollar
WFP: World Food Programme

Executive Summary

The SUN Movement Pooled Fund (the “Pooled Fund”) was established in 2017 as a source of innovative and catalytic funding to support SUN countries’ continued efforts to end malnutrition in all its forms, informed by the success and lessons learned from the SUN Movement Phase 1 [Multi-Partner Trust Fund](#). Hosted by the [United Nations Office for Project Services](#) (UNOPS) and integrated with the broader SUN Movement stewardship arrangements, the Pooled Fund supports the delivery of the [SUN Movement Strategy and Roadmap \(2016–2020\)](#), particularly focusing on strengthening, in SUN countries, national nutrition governance, joint implementation of national multi-sectoral nutrition plans and increased capabilities of nutrition actors at national and sub-national level.

To date, 65 organizations in 44 countries are receiving grants aimed at providing them with the opportunity, tools and know-how to ensure better multi-stakeholder coordination in their countries; have the voices of all important nutrition stakeholders heard at the decision-making and policy design tables; and most importantly, join forces and build on each other’s strengths to achieve common nationally-owned objectives and targets to ensure that no community is left malnourished and behind.

This is the second annual narrative report of the Pooled Fund project and covers the period from 1 January to 31 December 2019. This period saw an important acceleration in projects and activities thanks to a 516 percent increase in the Pooled Fund budget, from USD 3 million at its inception, to USD 18.5 million today. This overwhelming support was channeled into a second cycle of projects to Civil Society Alliances (Cycles 1 and 2) and opened up two new calls in summer and autumn 2019 that targeted multi-stakeholder and multi-sectoral platforms (MSPs) to deliver core nutrition interventions in 12 countries (Window 2) and strengthen national business alliances in 13 countries.

In this report’s introduction, we recall the genesis and guiding principles of the SUN Movement Pooled Fund; share an overview of its scope; present its governance structure; and provide updates on important decisions recommended and endorsed by the Consultative Group and Executive Committee in 2019. The report subsequently presents a selection of success stories from the field, complemented by a more integrated analysis of achievements for Window 1 projects. Sustainability and gender equality are at the core of the Pooled Fund’s design and ongoing progress across these two issues are elaborated in their own separate chapters. Finally, the report offers initial lessons learned which will continue to guide work in 2020. The 2019 Annual Financial Report of the SUN Movement Pooled Fund is available in Annex III.

Much work still lies ahead, especially as the 61 SUN Movement countries and the Global Support System are bracing themselves to design the next Movement Strategy. The new strategy will permit acceleration of efforts at all levels and greater effectiveness of the global coordination structures. It will lead to more impactful joint implementation and resource mobilization to empower country stakeholders to achieve their common goal: improved nutrition for each child, mother and individual in every community.

We, the members of the SUN Movement Pooled Fund Team, wish you a pleasant read and hope that you will be as enthusiastic about the incremental and solid progress taking place in countries as the team is in its day-to-day work to support and maximize every effort towards a world without hunger and malnutrition by 2030!

1. Introduction: About this report

Activities and progress managed through the Pooled Fund Team are presented in greater details in Chapter 1. The chapter sheds light on the main milestones achieved while managing ongoing projects (Window 1 Cycle 1) with tailored, demand-driven monitoring and evaluation (M&E) support and capacity building (differing in each country), and simultaneously launching two new competitive Calls for Proposals (CfPs).

Demand-driven and tailored tutoring of SUN Pooled Fund grant recipients – designed and delivered through a sustainability lens – are starting to pay off. Chapters 3 and 4 present a short selection of the first success stories arising “from the field”, as well as a more encompassing overview of the concrete progress achieved in recipient countries through the first two calls.

Keeping in mind one of the core values of the SUN Movement community, to advance together and let the community benefit from such individual successes and experience, SUN Movement Pooled Fund actors fully harnessed the opportunity for peer-to-peer learning during the SUN Movement Global Gathering in Kathmandu, Nepal in November 2019. Chapter 5 gives a succinct overview of these early country-to-country exchanges.

While this second year of Pooled Fund implementation is only starting to provide results and achievements, as well as lessons learned and food for thought, the Pooled Fund Team is already mainstreaming – and applying – its reflection on what sustainability and promoting gender equality mean for nutrition in SUN Movement countries (Chapters 6 and 7). The Pooled Fund is also reflecting on the way Pooled Fund projects are managed and implemented. Chapters 8 and 9 develop these two core issues in the context of this early stage of the Pooled Fund implementation.

Finally, because the release of the 2019 annual progress report coincides with a critical moment for the SUN Movement – wrapping up of the 2016–2020 Strategy and Roadmap and reflection on the priorities and objective which will steer the design of the SUN Movement’s next phase – the Pooled Fund Team has made every effort to share, in an honest and self-reflective effort, early lessons learned from the management and implementation of the early Pooled Fund projects. Chapter 8 aims to support Pooled Fund governing bodies’ responsibilities and efforts to provide strategic overview and guidance. Chapter 9 concludes this effort by outlining some key issues to consider when looking ahead to 2020 and 2021, which are already embedded in the Pooled Fund 2020 Workplan and Budget.

Previous years’ annual reports of the SUN Movement Pooled Fund as well as foundation documents can be found on the [SUN Movement website](#).

1.1 Pooled Fund governance

The [SUN Movement Pooled Fund](#) is hosted by the [United Nations Office for Project Services](#) (UNOPS) under the same hosting terms and conditions as it hosts the [SUN Movement Secretariat](#). To support the Pooled Fund, donors enter into bilateral legal agreements with UNOPS.

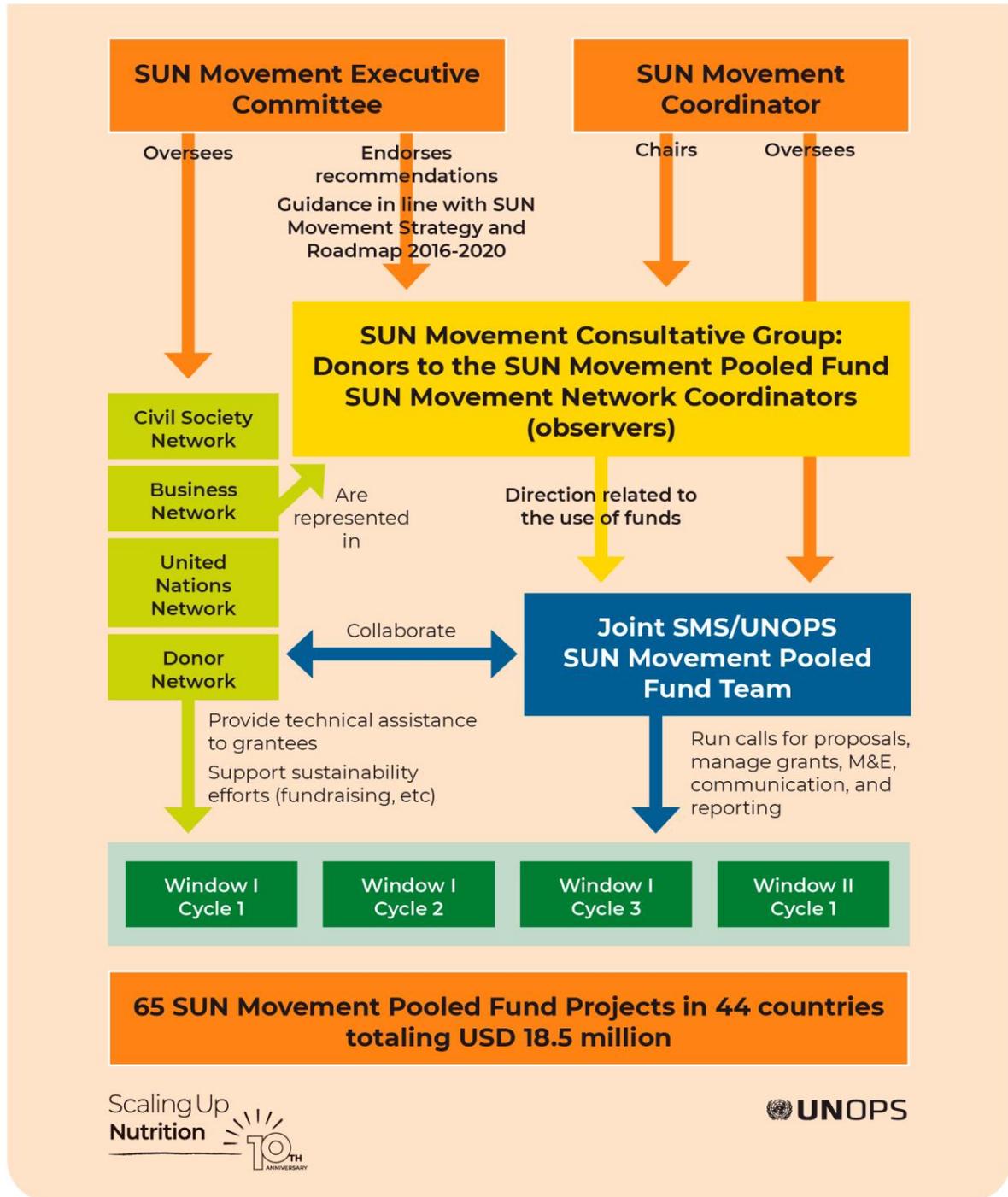
The SUN Movement Pooled Fund Consultative Group includes all donors to the Pooled Fund (Canada, the European Commission, Germany, Ireland, Norway, Switzerland and the United Kingdom) as well as representatives of the SUN Networks attending as observers. Chaired by the [SUN Movement Coordinator](#), the Consultative Group provides direction on the use of the Pooled Fund, ensuring that the scope, content and parameters of Pooled Fund CfPs and resulting projects contribute to achieving the [SUN Movement Strategy and Roadmap 2016–2020](#) and its strategic objectives.

The team administering the Pooled Fund (Pooled Fund Team) is composed of a Pooled Fund Coordinator, as part of the SUN Movement Secretariat, as well as a Grants Officer, a Grants Analyst and a M&E Specialist¹ as part of the UNOPS team. The Pooled Fund Team relies on external support for specific tasks (such as the review of reports) depending on the volume of work.

As a component of the overall SUN Movement stewardship, the [SUN Movement Executive Committee](#) provides strategic oversight to the Pooled Fund, ensuring that its management and direction position the Pooled Fund as an instrument which directly supports the achievement of the SUN Movement's vision. The SUN Movement Executive Committee endorses the annual workplan and budget of the SUN Movement Secretariat (SMS) and Pooled Fund. On an annual basis, the SUN Movement Coordinator updates the Executive Committee on the current strategy and its implementation, and proposes possible adjustments to the SUN Movement Pooled Fund strategy to ensure its best support to the SUN Movement.

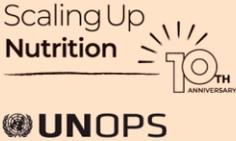
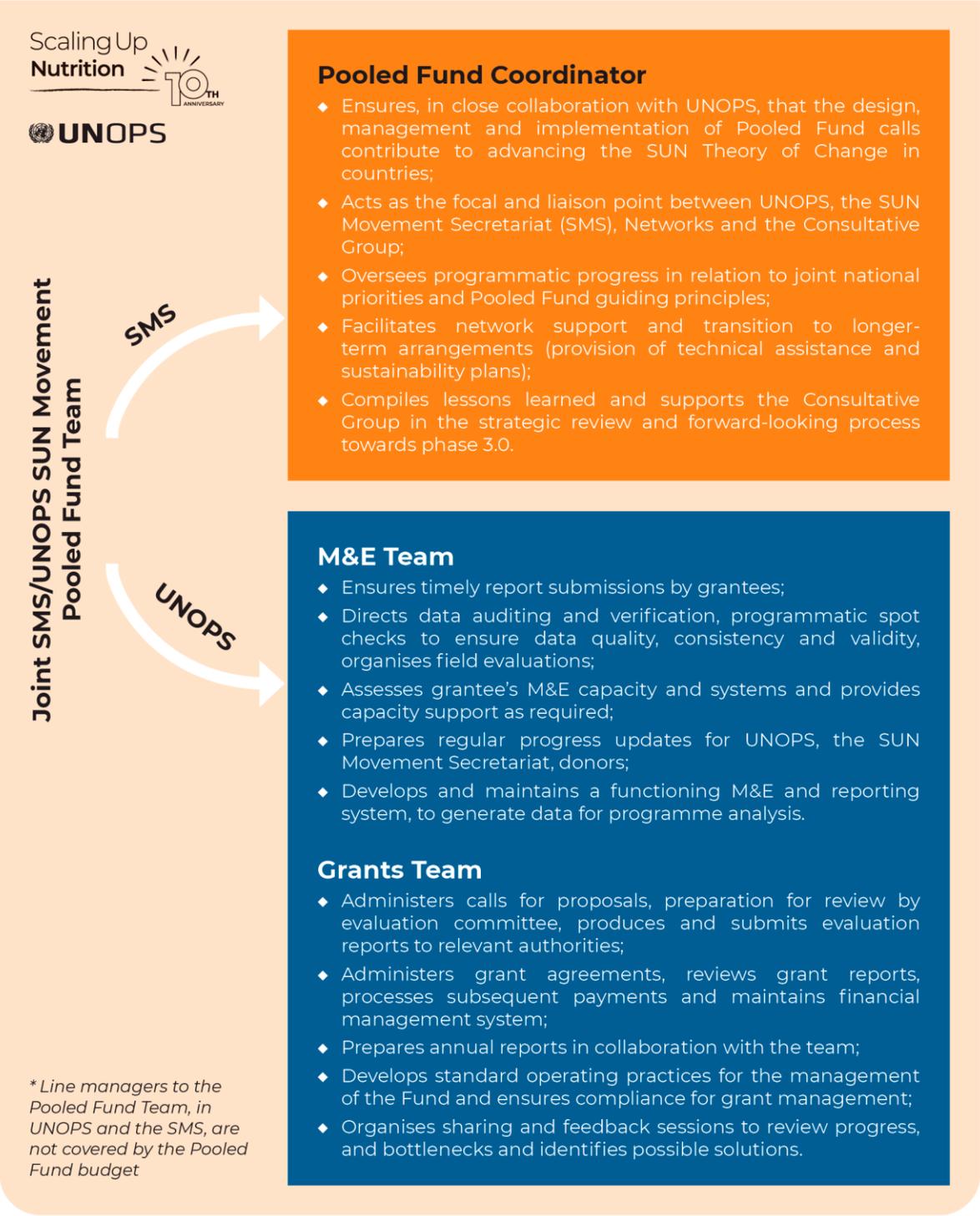
¹Due to the increase in number and duration of SUN Movement Pooled Fund projects and resulting high monitoring and evaluation requirements, three regional Monitoring and Quality Assurance Specialists, supervised by the Pooled Fund M&E Specialist, will join the team in 2020 and be based in Abidjan, Addis-Ababa and Dhaka.

GOVERNANCE: THE SUN MOVEMENT POOLED FUND



1.2 Pooled Fund organigram

ORGANIGRAM: THE SUN MOVEMENT POOLED FUND TEAM



Pooled Fund Coordinator

- ◆ Ensures, in close collaboration with UNOPS, that the design, management and implementation of Pooled Fund calls contribute to advancing the SUN Theory of Change in countries;
- ◆ Acts as the focal and liaison point between UNOPS, the SUN Movement Secretariat (SMS), Networks and the Consultative Group;
- ◆ Oversees programmatic progress in relation to joint national priorities and Pooled Fund guiding principles;
- ◆ Facilitates network support and transition to longer-term arrangements (provision of technical assistance and sustainability plans);
- ◆ Compiles lessons learned and supports the Consultative Group in the strategic review and forward-looking process towards phase 3.0.

M&E Team

- ◆ Ensures timely report submissions by grantees;
- ◆ Directs data auditing and verification, programmatic spot checks to ensure data quality, consistency and validity, organises field evaluations;
- ◆ Assesses grantee's M&E capacity and systems and provides capacity support as required;
- ◆ Prepares regular progress updates for UNOPS, the SUN Movement Secretariat, donors;
- ◆ Develops and maintains a functioning M&E and reporting system, to generate data for programme analysis.

Grants Team

- ◆ Administers calls for proposals, preparation for review by evaluation committee, produces and submits evaluation reports to relevant authorities;
- ◆ Administers grant agreements, reviews grant reports, processes subsequent payments and maintains financial management system;
- ◆ Prepares annual reports in collaboration with the team;
- ◆ Develops standard operating practices for the management of the Fund and ensures compliance for grant management;
- ◆ Organises sharing and feedback sessions to review progress, and bottlenecks and identifies possible solutions.

**Line managers to the Pooled Fund Team, in UNOPS and the SMS, are not covered by the Pooled Fund budget*

1.3 Managing the Movement: Consultative Group decisions in 2019

The Consultative Group (CG) endorsed the following decisions through silent procedure in May, a call in June and a silent procedure in November 2019.

- Reorientation of the SUN Pooled Fund from “last resort” funding to a “catalytic and innovative” approach that supports innovation and that has an impact in SUN countries to scale up nutrition (*CG Call 13 and 19 June 2019*).
- Revision of SUN Pooled Fund budget to accommodate one Grants Officer and three regional Monitoring and Quality Assurance Specialists to ensure efficient grant management and M&E support to a greater number of Pooled Fund projects (*CG Call 13 and 19 June 2019*).
- Transfer of contracts of the three Pooled Fund team members who joined the Pooled Fund Secretariat before 1 October 2018 from the Individual Contractor’s Agreement (ICA) modality to UN temporary appointments, as endorsed by the SUN Movement Executive Committee (*CG Call 13 and 19 June 2019*).
- Decision to transfer the ownership of non-expendable equipment/assets for future Call for Proposals (Window 1 Cycle 3 and Window 2 Cycle 1) to grant recipients at the end of project to support the capacity development of the grant recipient (*CG Call 13 and 19 June 2019*).

Window 1

- No-cost extension of projects under the first Call for Proposals of Window 1 (Window 1 Cycle 1) from 12 months to 18 months to allow successful completion of the projects and achievement of outcomes, taking into account the time required to set up projects during the initial period (*CG Call 13 and 19 June 2019*).
- Provision of top-up funding to grant recipients under Window 1 Cycle 1 who have shown a good record of implementation to ensure the sustainability of activities by granting the maximum budget of USD 200,000 per grant recipient (*CG Call 13 and 19 June 2019*).
- Broadening the scope of SUN Pooled Fund to include support of the establishment and/or operationalization of country level SUN Business Networks under Window 1 by allocating funding to pre-selected countries via the World Food Programme/Global Alliance for Improved Nutrition (*CG Call 13 and 19 June 2019*).

Window 2

- Decision to launch two Call for Proposals under Window 2 with 10 projects per Call for Proposal, with a maximum project budget of USD 300,000 per project and project duration of 14 months, up to the end of December 2020 (*approved by silent procedure 31 May 2019*).
- Amendment of the Results Framework for Window 2 by widening its scope to capture multi-stakeholder platforms (in addition to Civil Society Alliances) and at the same time, providing flexibility to the applicants to develop their own logframes tailored to their country contexts with the assistance of UNOPS Monitoring and Evaluation team (*CG Call 13 and 19 June 2019*).
- Endorsement of an additional two projects under the Window 2 Cycle 1 through silent procedure, thereby increasing the total number under this Cycle to 12 projects (*approved by silent procedure 29 November 2019*).

2. Spotlight on 2019 activities by the Pooled Fund Team

The Pooled Fund supports SUN countries multi-sectoral/stakeholder platforms' efforts through two funding windows:

Window 1 aims to build, or strengthen, in-country participation by non-state actors (national [Civil Society Alliances](#) and [Business Networks](#)) in national multi-stakeholder multi-sectoral platforms.

Window 2 aims to accelerate the coordinated delivery of high-impact nutrition interventions by members of the [multi-stakeholder and multi-sectoral platforms](#) at national and sub-national level, encouraging collaboration across key areas, via sharing and learning, to increase impact.

Grants are managed by UNOPS and attributed to selected SUN country projects according to specific eligibility criteria and through open, transparent and competitive calls. As of 2020, the SUN Movement Pooled Fund approximately totals USD 18.5 million, a 516 percent increase from the programme's original go/no-go milestone of USD 3 million.

The Pooled Fund Team has been committed to delivering its obligated functions in terms of grants management and administration, monitoring and quality assurance, reporting, capacity building and coordination.

2.1 2019 milestones at a glance



2 Call for Proposals administered.



25 Grant Agreements signed.



15 Webinars conducted.



Produced **SUN Pooled Fund Annual Report for 2018**.



53 Reports reviewed & cleared.



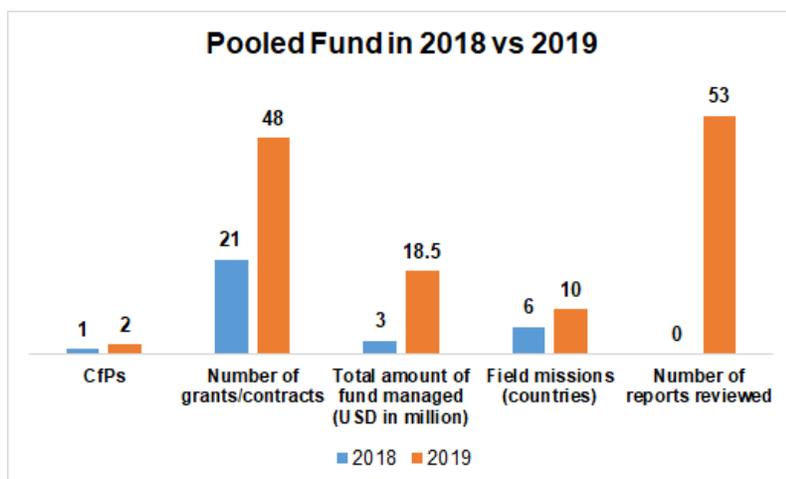
USD 4.3 million disbursed to grantees.



USD 1 million worth of **Top-Ups** awarded across **12** grantees.



Field Missions conducted to **10** countries/grantees.

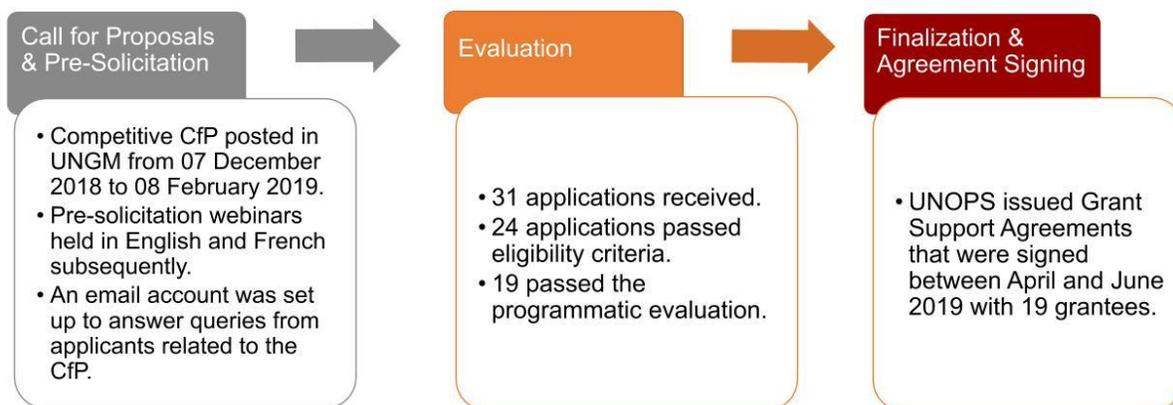


Two Call for Proposals (CfPs) were launched during 2019. The [Window 1 Cycle 2 CfP](#) was issued in early 2019 to support Civil Society Alliances (CSAs) in delivering the overarching goals of the 2016–2020 Civil Society Network (CSN) Strategy which is also in line with SUN Movement Strategy and Roadmap. The second [CfP for Window 2 Cycle 1](#) was launched in mid-2019 subsequent to the Consultative Group's endorsement to expand the programme as Window 1 based on the reference in the original Pooled Fund agreement.

The Call for Proposals were posted in the [UN Global Marketplace](#) (UNGM) in English, French and Spanish. The CfPs were also advertised by the SUN Movement and SUN CSN Steering Committee through their communication channels. A two-step selection process was adopted for review of both proposals: the eligibility and compliance of the application was reviewed as the first step, followed by programmatic evaluation as the second step. The evaluation committees consisted of the SUN Movement Secretariat (SMS), CSN and UNOPS.

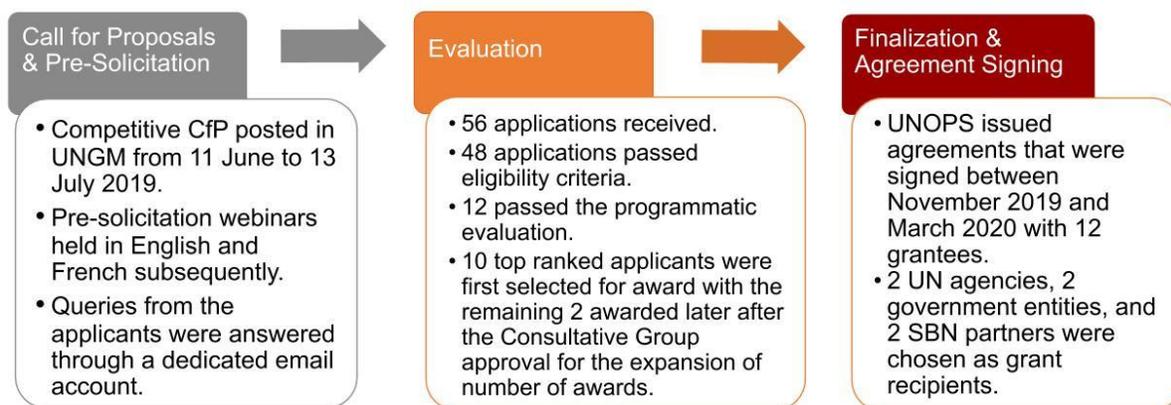
Window 1 Cycle 2: *Strengthened participation of in-country non-state stakeholders and parliamentarians in national multi-stakeholder platforms to implement scale up nutrition plans.*

Award value at CfP: USD 4 million (allocation of up to USD 200,000 to 20 CSAs)
 Final award value: USD 3.76 million (allocation of up to USD 200,000 to 19 CSAs)
 Grant period: 18 months



Window 2 Cycle 1: Strengthened multi-stakeholder platforms and improved their performance at national and sub-national level by collaborating across key areas, via sharing and learning, to increase impact.

Award value at CfP: USD 3 million (allocation of up to USD 300,000 to 10 members of MSPs)
 Final award value: USD 3.8 million (allocation of up to USD 300,000 to 12 grantees)
 Grant period: 14 months



Grant Management and M&E [webinars](#) were held for Window 1 Cycle 2 during 2019 in English, French and Spanish. The Pooled Fund Team worked hand-in-hand with the selected grantees to ensure that they had a complete understanding of their obligations under the agreement terms and conditions as well as understood the Pooled Fund Results Framework and the indicators upon which to report.

Table 1: Awarded countries under Window 1 Cycle 2

1	Afghanistan	Action for Development
2	Burkina Faso	Action Contre La Faim/Réseau de la Société civile pour la Nutrition Burkina Faso
3	Cambodia	Helen Keller International
4	Côte d'Ivoire	Action Contre La Faim
5	Ethiopia	Save the Children
6	Guinea (Republic of)	Conseil National des Organisations de la Société Civile
7	Indonesia	Nutrition International
8	Kenya	Nutrition International
9	Madagascar	Action Contre La Faim
10	Malawi	Civil Society Organizations Nutrition Alliance
11	Mozambique	Helen Keller International
12	Nepal	South Asia Infant Feeding Research Network

13	Niger	TUN Collective (Tous Unis pour la Nutrition)
14	Pakistan	Nutrition International
15	Peru	Cooperative for Assistance and Relief Everywhere International, Inc.
16	Philippines	International Institute of Rural Reconstruction
17	Tanzania	Partnership for Nutrition in Tanzania
18	Zambia	Civil Society Scaling Up Nutrition
19	Zimbabwe	Zimbabwe Civil Society Organizations Scaling Up Nutrition Alliance

Table 2: Awarded countries under Window 2 Cycle 1

1	Bangladesh	The Global Alliance for Improved Nutrition
2	Costa Rica	Food and Agriculture Organization
3	Ethiopia	Ministry of Health
4	Guatemala	Fundacion De La Caficultura
5	Kyrgyzstan	Alliance of Civil Society for Nutrition and Food Security
6	Malawi	Civil Society Organizations Nutrition Alliance
7	Nigeria	Civil Society Scaling Up Nutrition in Nigeria
8	Senegal	World Food Programme
9	Sierra Leone	FOCUS 1000
10	Tanzania	The Global Alliance for Improved Nutrition
11	Vietnam	Save the Children
12	Zambia	National Food and Nutrition Commission

Following the Consultative Group decision in June 2019, 12 grant recipients under Window 1 Cycle 1 have been awarded top-up funding. The aim of the top-up is to support newly created Civil Society Alliances in their efforts to sustain nutrition interventions and project activities. The grant recipients who have shown a good track record in project implementation have been topped-up with the total project budget not exceeding USD 200,000 per project, along with the extension of project implementation up to an additional six months. This top-up funding raises the budget and duration of the projects under Window 1 (Cycle 1 and Cycle 2). The top-ups align projects with one another and allow for easier comparison and evaluation of results. Total top-up value for all 12 recipients amounts up to USD 1 million.

Table 3: List of Window 1 Cycle 1 grant recipients awarded for top-up funding

1	Burundi	Concern Worldwide
2	Cameroon	Helen Keller International
3	Chad	Alliance Sahelienne de Recherches Appliquées pour le Développement Durable
4	El Salvador	Centro De Apoyo De Lactancia Materna
5	Ghana	Hunger Alliance of Ghana
6	Kyrgyzstan	Alliance of Civil Society for Nutrition and Food Security
7	Liberia	Action Against Hunger
8	Mali	Centre Sahélien de Prestation, d'Etudes, d'Ecodéveloppement et de Démocratie Appliquée
9	Nigeria	Civil Society Scaling Up Nutrition in Nigeria
10	Senegal	Eau Vie Environment
11	South Sudan	Cooperative for Assistance and Relief Everywhere International, Inc.
12	Sri Lanka	World Vision Lanka

The team reviewed and verified 53 reports, including second interim reports and final reports by Window 1 Cycle 1 grant recipients and first interim reports by Window 1 Cycle 2 grant recipients. A total of USD 4.3 million has been disbursed to Window 1 (after expenditures have been verified) and Window 2 (as first tranche after the agreement) grant recipients during 2019.



The M&E Specialist meeting with mayors and community leaders in Bertoua Municipality in the East Region of Cameroon.

The quality of the project (including planning, implementation, M&E, financial management and leadership roles) has been monitored through regular supportive supervision missions to Pooled Fund recipient countries by the UNOPS M&E Specialist.

Financial spot checks and verification of authenticity of submitted reports were carried out with project teams during the visit. Communication and coordination with different stakeholders was also facilitated through these missions. In addition to debriefing the grant recipient, the M&E Specialist disclosed their findings to the SUN Movement Secretariat. Each presentation contained information on the interim activities and results of the project as well as the status of the multi-sectoral platform (MSP) and the national Civil Society Alliance. Any gap on technical capacity identified at site was also given to relevant entities for their necessary actions.

During 2019, the M&E Specialist visited 10 countries (Benin, Cameroon, Chad, El Salvador, Kyrgyzstan, Namibia, Nepal, Papua New Guinea, Senegal and Somalia). The Pooled Fund Team is also in regular contact with the grantees to ensure required support and updates to grant implementation are obtained. Findings from grantees' reports and field missions during 2018 can be found in the [Annual Progress Report of the Pooled Fund for 2018](#) which was submitted to donors in mid-2019.



The UNOPS M&E Specialist joining the sub-national level MSP members meeting in Naryn Province, Kyrgyzstan.

2.2 Communication & visibility

The Pooled Fund has developed into a larger grants programme with multiple competitive CfPs, several different funding scopes and a plethora of beneficiaries working hard to scale up nutrition. The project demands written translation of reports, CfPs and M&E products. The visibility of the Pooled Fund management is aligned with the visibility plan of the SUN Movement Secretariat, while Pooled Fund beneficiaries are encouraged to use their native branding and the SUN Movement logotype.

2.2.1 Activities & milestones

In 2019, the Pooled Fund Team translated the Call for Proposal documents, grant documents and webinar materials into three Pooled Fund Grant Project working languages: English, French and Spanish for Window 1 Cycle 2 and Window 2 Cycle 1. The Pooled Fund Team also completed and released the [2018 SUN Movement Pooled Fund Annual Report](#) in June 2019. In addition, the Pooled Fund Team included references to donors in the CfPs, annual reports, the Pooled Fund website, and other official communication materials.

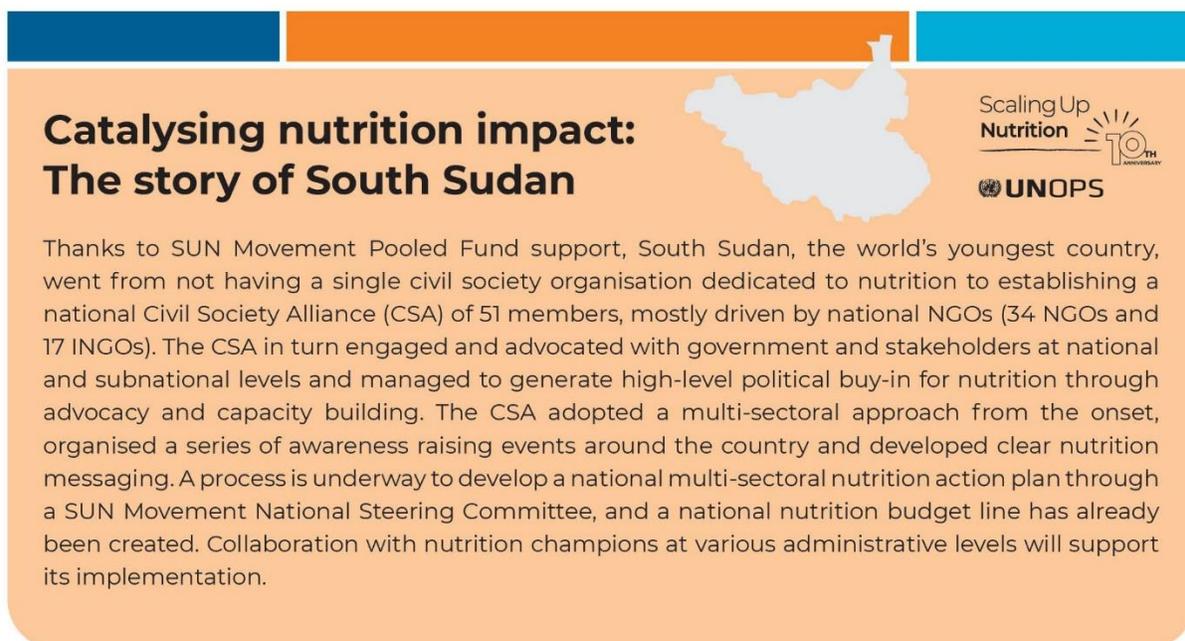
2.2.2 Looking ahead

The key challenge for communications and visibility for the Pooled Fund project in 2018 and 2019 was due to finalization and receipt of results from projects. The Pooled Fund Team is now finalizing the results of the first set of beneficiaries. As their projects come to a close, the Pooled Fund Team aspires to communicate those results and lessons learned to a wider audience. Since an additional grants officer joined the Pooled Fund Team in October 2019, and additional M&E staff members are set to join in March 2020, the Pooled Fund Team will make use of its human resources to package the content for the Pooled Fund website. This will address the concern of underspending the communications budget while simultaneously increasing visibility of the Pooled Fund and its beneficiaries and continuously inform network partners who are interested in supporting in-country actors after the grant activities are finalized.

3. Achievements, highlights and results²

The Pooled Fund has evolved from being a last resort funding mechanism to being used to catalyze more focus, coordination and action on reducing malnutrition in all its forms. This in itself has been one of the successes of the Pooled Fund: the ability to quickly identify what is working or not working and undertake course correction in a timely and relevant manner. The grantees have exceeded all the end of project targets for the first and third outcome, of ensuring productive engagement and support to governments to ensure that by the end of the grant period **the SUN countries have SMART, costed, multi-stakeholder, multi-sectoral nutrition plans in place**. While progress on mobilizing resources for nutrition has so far on average been slower, a number of encouraging examples already exist, ranging from the **creation of domestic budget lines through advocacy, to leveraging international funding instruments, successful fundraising for future sustainability of national alliances, to partnerships allowing subnational resource mobilization**.

The grantees by far exceeded the set targets with limited resources and, in several cases, within challenging contexts. Examples of challenges faced by grantees include: an absence of a CSA; very little strategic focus on nutrition by governments; no established relationships with government on nutrition; a collapsed CSA which required additional effort to get new buy-in, interest and trust; very low capacity among CSOs, particularly at sub-national level, necessitating capacity building and regular technical support from the grantees; and a limited time frame to effect change and augment relationships. These outcomes may not have been achieved without a dedicated grant that allowed the grantees to commit time and action towards bringing much needed focus and commitment to nutrition. It is important that a strategy is in place to ensure that the gains from these concerted efforts are not eroded. Country examples are emerging where CSAs had stopped functioning but have now been revived and have managed to build trust with the government. An example of this is in Namibia where the Office of the Prime Minister requested the CSA to also take over the role and responsibilities of the Secretariat for the MSP, which translates into multiple full-time positions if proper implementation is to be ensured. This responsibility and trust from the government reflects the evident value add of the CSA.



**Catalysing nutrition impact:
The story of South Sudan**

Thanks to SUN Movement Pooled Fund support, South Sudan, the world's youngest country, went from not having a single civil society organisation dedicated to nutrition to establishing a national Civil Society Alliance (CSA) of 51 members, mostly driven by national NGOs (34 NGOs and 17 INGOs). The CSA in turn engaged and advocated with government and stakeholders at national and subnational levels and managed to generate high-level political buy-in for nutrition through advocacy and capacity building. The CSA adopted a multi-sectoral approach from the onset, organised a series of awareness raising events around the country and developed clear nutrition messaging. A process is underway to develop a national multi-sectoral nutrition action plan through a SUN Movement National Steering Committee, and a national nutrition budget line has already been created. Collaboration with nutrition champions at various administrative levels will support its implementation.

Scaling Up
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² These results are only for Window 1 cycle 1 and 2 – the only grantees with results to report on up to December 2019.

3.1 Smart Planning

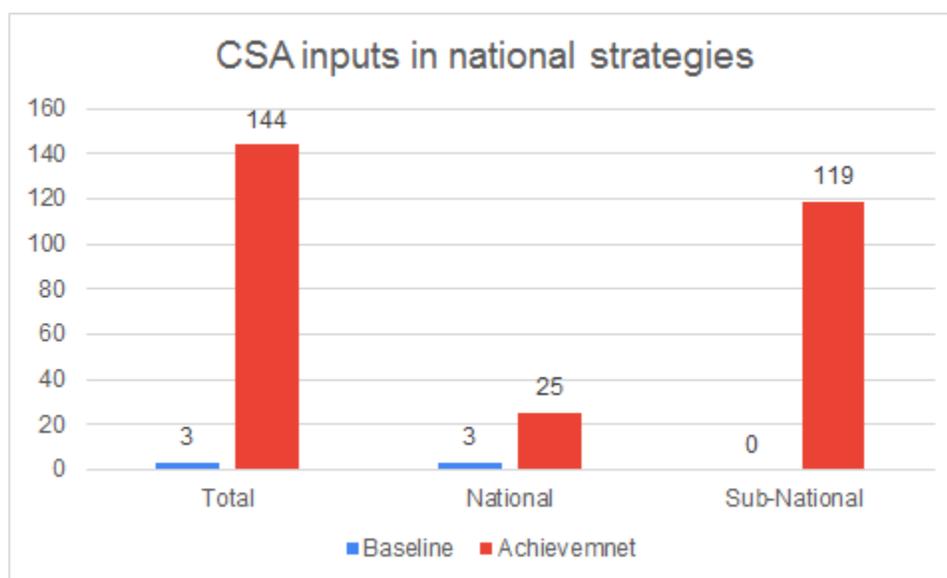


Figure: CSA inputs to nutrition plans at national and sub-national levels

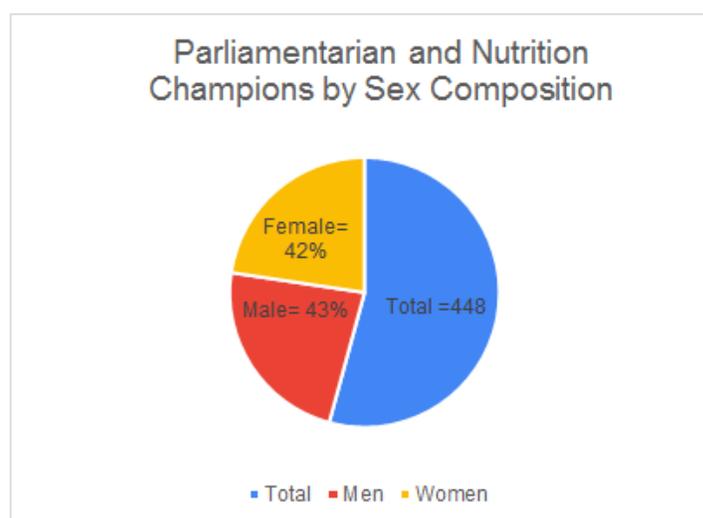
CSAs have made valuable progress in achieving targets set in Outcome 1 – that is, by the end of the grant period, the grantee SUN countries have SMART, costed, multi-stakeholder, multi-sectoral nutrition plans in place. As the above figure shows, grantees – through CSAs – began at a very low starting point with only three CSAs actively engaging with governments and providing inputs to key national nutrition plans, policies, budgets or action plans. Without their inputs, nutrition was sometimes left out of the planning and resource allocation processes or inadequately planned for. The expectation was that grantees would contribute to at least one nutrition-related legal framework, particularly a national multi-sectoral nutrition plan. Even though a few grantees did not contribute to national nutrition plans or some countries were not preparing national nutrition plans during the grant period, grantees contributed to key national processes that will influence the nutrition landscape in their respective countries. In addition to engagement at the national level and in response to national priorities, grantees also provided extensive support at the sub-national level where plans were developed to align to, and support, national plans and ensure that nutrition was addressed at all levels.

Grantees have made significant contributions to 144 national and sub-national strategic documents in 17 countries, which is up from three at the baseline. The contributions have included intense advocacy, engagement, negotiation and high quality technical inputs as well as case-studies that ensured that the CSA is progressing towards being considered one of the key stakeholders (at both national and sub-national levels) on nutrition dialogue and planning. There have been significant lessons learned to get the best results which acknowledged governments' limited time availability and bureaucratic processes. During this the process, CSAs have had to further develop their agility, coordination and influencing skills to make sure their contributions were shared, valued and used by the government for greater impact.

Continuity in engagement is required to ensure that gains are not lost. This has played a key role for instance in embedding nutrition priorities as part of the national development priorities at a low cost providing value for money. Even though this is an impressive achievement, there has been more contribution from less than half of the countries, with more contribution from Window 1 Cycle 2 (13 countries) than Window 1 Cycle 1 (4 countries). These contributions have gone hand-in-hand with ensuring that gender and social inclusion are given adequate attention in the plans and documents.

In the context of policy planning, there has been extensive dialogue, technical assistance and advocacy by CSAs; a majority of which has happened at sub-national level. To provide institutional support to

governments, CSAs have taken a broad and comprehensive approach focusing on high-level government officials including parliamentarians, ministers, directors, attorney generals and decentralized governance. Across 23 countries, 448 champions have been identified, including 187 female champions (42 percent) – a significant increase from 35 before the grant. The champions are from different sectors of society, ensuring a multi-stakeholder and multi-sector approach to addressing nutrition needs. There has also been a good balance between identifying parliamentary champions and other technical or decentralized level champions. This balance has been in response to the contextual realities of different countries such as whether the need is for policies and legislation or strategies and implementation. This has also helped to reduce the risk that is posed with turnover of parliamentarians during elections and has provided an opportunity for multi-stakeholder engagement. Across 15 different countries, 209 roundtable discussions took place with 3,507 participants (44 percent women) on key issues that required specific action. Contributions by the CSAs are increasingly being taken up by governments, reflecting the value add of the CSAs in contributing to, and influencing, national policies and programmes.



To ensure communities were reached with the appropriate messages, events were organized that reached 388,352 women, men, girls and boys across 18 countries. The breadth of the capacity building, information dissemination and lobbying included technical capacity to empower the champions, communities and key stakeholders to understand and commit to nutrition objectives at various levels. The champions have been instrumental in key areas such as advocating for increased resource allocation to nutrition, decentralizing nutrition initiatives, follow-up on global commitments and supporting behaviour change by communities. The events and the champions at sub-national level have been particularly important when implementing nutrition strategies; the sub-national level is where the needs and changes will be felt and effected. Being close to the community and working with network members who work directly with citizens, the grantees are able to represent the needs of the communities and work with governments to provide nutrition-sensitive planning solutions that are specific and tailor made for the needs of the most vulnerable. The CSAs catalytic role has contributed significantly to elevating the needs of the most vulnerable and communities at large through a collective voice and approach.

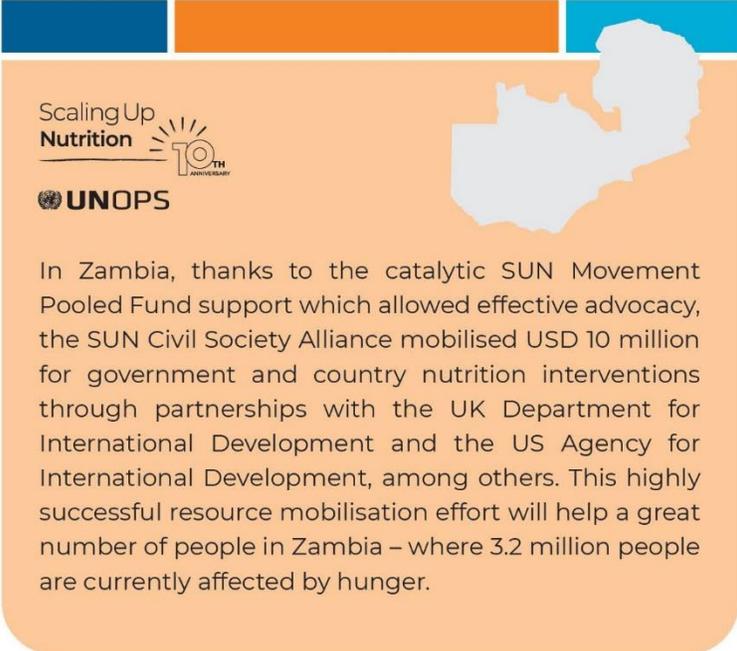
These above engagements coupled with enhanced focus on institutional strengthening and a coordinated approach have helped to entrench the CSAs as key contributors to the national nutrition dialogue and strengthen the legitimacy of MSPs as the adequate space for strategic planning and implementation processes within countries, including where there was previously no organized approach towards nutrition and a weak civil society. The Pooled Fund value is its mandate to help grantees strengthen their role and capacity towards having a common voice - that includes a variety of civil society stakeholders and sectors on nutrition at national and sub-national levels.

Outcome 1 (SMART planning): By the end of the grant period, the grantee SUN countries have SMART, costed, multi-stakeholder, multi-sectoral nutrition plans in place.				
		Baseline	Actual	Countries Reported
National and sub-national nutrition plans clearly show inclusiveness of CSAs inputs regarding gender inequality and women's empowerment.	Total	3	144	17
	National	3	25	15
	Sub-national	0	119	12
Number of parliamentarian champions and key influencers that speak about nutrition in key decision-making processes related to legislation, policy making, planning and budgeting.	Total	54	448	23
	Men	35	191	16
	Women	19	187	14
Number of nutrition plans/policies/laws (drafts submitted to the government for approval) that clearly incorporate contributions provided by SUN CSAs.	Total	3	187	19
	National	3	42	18
	Sub-national	0	145	10

3.2 Better mobilizing international and domestic resources

Progress for Outcome 2 on financial resourcing – where the objective was that by the end of the grant period, international and domestic resources are better mobilized to finance national nutrition plans – is an area that still requires more focus and support from different stakeholders, particularly the donor network. It is rightly identified as one of the later steps in the SUN Movement Theory of Change (and the last Strategic Objective in the SUN Strategy and Roadmap 2016–2020) and to be successfully achieved, requires a number of preconditions such as the existence of credible actors, legal frameworks or demonstrated track-record of activities as well as active and coordinated advocacy by a wide range of partners.

Important partnerships were developed by the CSAs within the countries, but not all partnerships led to funding. These grantees reported concerted efforts to **develop strong partnerships with donors** but most funding secured was in low amounts and short-term. The funding ranged from just above USD 10,000 to USD 300,000, with most of the funding below USD 100,000. These trends in nutrition funding pose a significant challenge to CSAs efforts to mobilize resources needed for long-term planning. Despite these challenges, six CSAs mobilized over USD 600,000 in funds dedicated to nutrition activities in 2019. The Pooled Fund has also been flexible and allowed for No Cost Extensions for grantees to effectively utilize their funds as *last resort* where solid reasons and implementation plans were presented.



Scaling Up
Nutrition 10TH ANNIVERSARY

UNOPS

In Zambia, thanks to the catalytic SUN Movement Pooled Fund support which allowed effective advocacy, the SUN Civil Society Alliance mobilised USD 10 million for government and country nutrition interventions through partnerships with the UK Department for International Development and the US Agency for International Development, among others. This highly successful resource mobilisation effort will help a great number of people in Zambia – where 3.2 million people are currently affected by hunger.

There has been a good level of **engagement by CSAs in national nutrition budget review processes** (CSAs participated in 15 exercises in total, including 12 at national level). This illustrates encouraging progress as CSAs in the grantee countries previously had very little influence in this area. Engagement in budgetary processes is an area where additional advocacy and engagement has been required as many governments are not easily open to external stakeholder participation and are not willing to share financial and budget-related information. CSAs have, however, developed innovative mitigation strategies. For instance in Pakistan, the SUNCSA was unable to fully participate in national level budget analysis exercises due to public spending data only being shared with donors and the UN. Undeterred, the CSA is currently strengthening the capacity of its member organizations at the provincial level in order to directly collaborate with provincial governments around sub-national planning and implementation.

There has also been good practices in other countries including Cambodia who managed to raise and align funding (USD 200,000) from the Global Financing Facility as well as from the Food and Agriculture Organization and the World Health Organization.

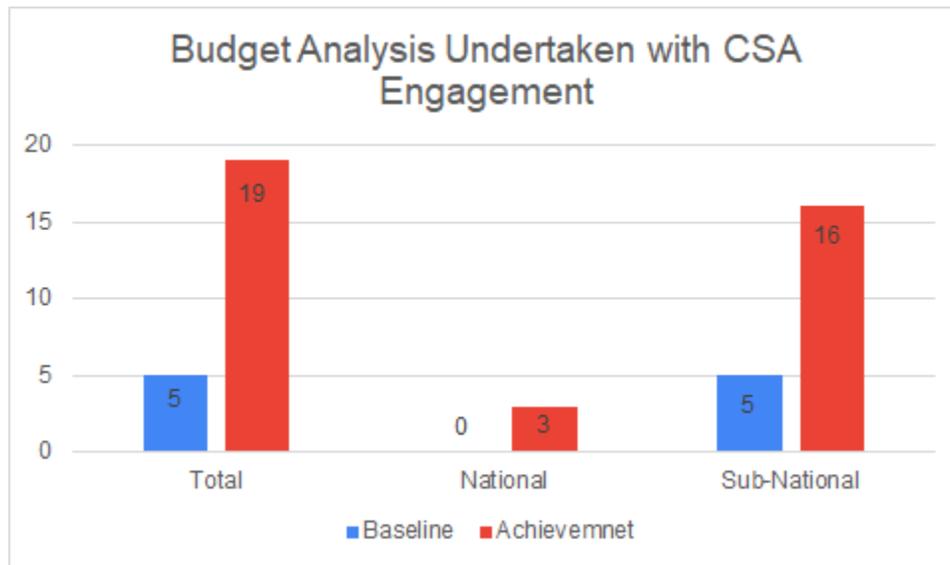


Figure: Budget analysis undertaken with CSA engagement.

It was expected that all grantees would work within their CSAs to develop, by the end of the project duration, a sustainability strategy along with a clear resource mobilization component. There has been low progress in this area with only three countries having made significant progress in developing a sustainability strategy (Nigeria, South Sudan and Zambia). What is emerging is that there are several processes to address resource mobilization and other sustainability factors that are ongoing. These processes include bilateral discussions, advocacy through network members, engagement in international forums, proposal development and general deepening of partnerships at national levels. Despite the still modest number of finalized sustainability strategies, these progressive steps undertaken by grantees are important in establishing partnerships and establishing their relevance to governments and potential donors. The processes have been important in establishing the context within which a sustainability strategy could be developed. The challenge that most grantees face is the resource landscape in the sector where there are limited resources available even for partner governments. There is a need for targeted support towards developing sustainability and resource mobilization strategies for CSAs. The duration of the grant has been an additional challenge with high competing priorities and limited capacity to develop an effective sustainability strategy or use the strategy for effective resource mobilization. Grantees have received funding that is limited in duration therefore leaving the grantees vulnerable in between funding. Grantees from Cambodia, Ethiopia, Ivory Coast and Malawi have raised around USD 600,000 to fund their initiatives. Namibia is also in the process of negotiating an agreement which will materialize in 2020. Other grants are in different stages of negotiations, but it is likely that the current grant will come to an end before additional funding is acquired by the grantees. This poses a risk of undermining achievements made to date.

Outcome 2 (Financial resourcing): By the end of the grant period, international and domestic resources are better mobilized to finance national nutrition plans.				
	Disaggregation	Baseline	Actual	(Countries Reported)
National costed nutrition plans address financing gaps highlighted through the work of CSAs and other stakeholders.	Total	5	19	11
	National	0	3	11
	Sub-national	5	16	8
Amount of funds mobilized by the SUN CSAs through other sources other than the SUN Movement Pooled Fund.	Total	0	USD 692,649.35	8
SUN CSAs that have developed a sustainability strategy with a clear resource mobilization component.	Total	5	3	3
Number of policy or plan formulation processes that used the budget analysis conducted, or contributed to, by CSAs either as supplements or as contribution.	Total	0	15	10
	National	0	12	10
	Sub-national	0	3	7

3.3 Effective implementation and accountability

Significant progress has been made for Outcome 3, where the objective was that by the end of the grant period, the SUN Country CSA is on track in implementing their nutrition commitments and are making a demonstrable contribution to reducing malnutrition at national and sub-national levels. The grantees have

been involved in international conferences where commitments were made and they have followed up with advocacy at national levels to ensure that the commitments are translated into tangible actions at the national level. In Zimbabwe, for example, the CSA realized that the government made a commitment during the London 2013 Nutrition for Growth Summit but most parliamentarians were not aware of it and did not hold the Minister of Health accountable to honouring the commitment. The alliance therefore proposed the formation of a taskforce to monitor future nutrition commitments. The alliance has also capacitated its members in tracking commitments and holding the government to account during the budget analysis and advocacy training.

One of the common objectives among grantees was to increase their membership network and provide a coordinated approach to nutrition at national and sub-national levels to **strengthen civil society's collective voice and footprint** on nutrition. To this end, the CSAs mobilized 242 additional member organizations to be part of their networks (77 percent national NGOs and 33 percent INGOs) and 71 external partnerships were established by SUN CSAs to promote nutrition-related issues. National CSA members are organizing themselves according to their levels of expertise and working in a coordinated way based on their technical comparative advantage, geographical coverage and networks. This approach reduces duplication and widens the reach of CSAs by allocating different responsibilities to CSAs in a coordinated manner. In this regard, the development of a mapping of Civil Society Organizations in Cambodia by the SUNCSA is an important step and good practice to determine the extent and reach of services being delivered in communities in order to avoid any duplication of efforts and activities, and ensure coherence across the country and at various levels of interventions in the messages and services being delivered. Expanding membership while promoting coordination and increased alignment of individual membership to national priorities Alliances is an essential feature of the SUN approach. National CSAs have thus supported 189 new member CSOs to align their plans with national or sub-national plans and commitments as part of the bottom-up/broader CSA alignment to national priorities. This alignment has supported a more systematic approach and enabled the CSOs to more closely connect and collaborate with government and other stakeholders on nutrition.

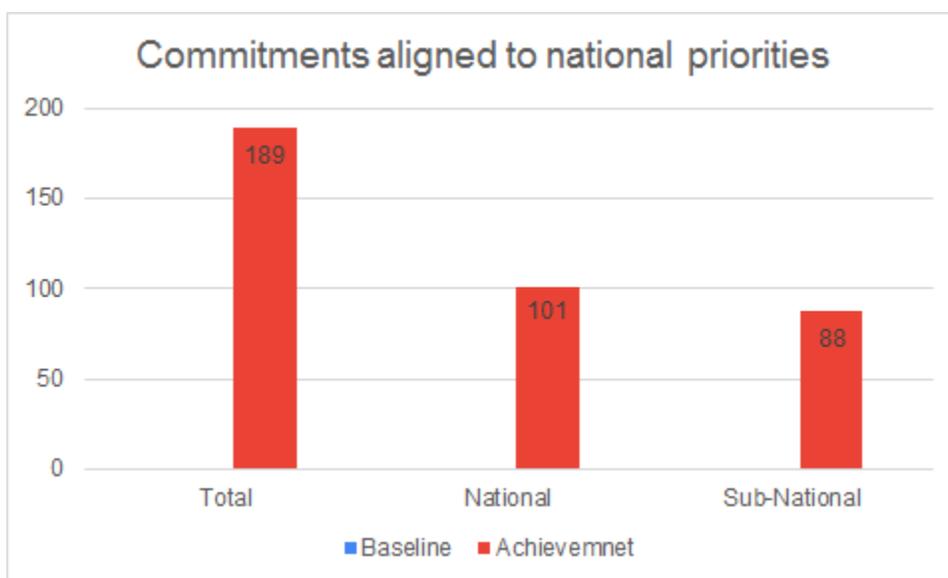
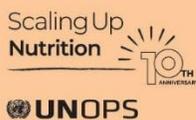


Figure: Commitments aligned to national priorities.



Strengthening Civil Society Alliances' voice and impact: Cambodia at a glance

The mapping exercise conducted in 2019 by the Cambodia Scaling Up Nutrition Civil Society Alliance to identify all nutrition civil society actors in Cambodia demonstrated a positive trend. Between 2017 and 2019, membership progressed from 20 to 35 organisations, implementing a total of 84 distinct development projects across the areas of nutrition-specific and nutrition-sensitive programming with an increased ratio of local and national organisations over International Non-Governmental Organisations (from 30 percent to 43 percent). An opportunities and gaps analysis showed that all 25 provinces were covered, reaching an estimated 4 million individuals (approximately 25 percent of the population) with a greater focus on women and children through combined and complementary interventions amounting to approximately USD 22.3 million. The Civil Society Alliance is consolidating through regular peer-to-peer experience sharing, diversifying its sources of funding (from government and international organisations to international donors, private sector and private donations) while internal governance structures (Executive Committee) are becoming increasingly inclusive and gender-balanced.

Implementation takes different shapes and covers a wide array of interventions and activities. When it comes to reaching out to communities to improve nutrition results, national Civil Society Alliances are uniquely positioned. An important dimension of CSAs' contribution to the **implementation of nutrition interventions** traditionally includes the **organization of behaviour change campaigns in communities**, targeted workshops and capacity building (124 national meetings with clear agendas were held) with specific target audiences to address long-term or prioritized nutrition challenges. Targeted behaviour change campaigns reached 66,149 people (45 percent women and girls). In South Sudan, where rates of exclusive breastfeeding was low, there were specific **mobilization and advocacy campaigns** with 80 women groups in the most affected areas of the country. In the Philippines, where malnutrition was closely linked to low nutrient meals, CSA members worked hand-in-hand with sub-national governments to provide **technical support for nutrition-sensitive programmes**. Together, they drafted national guidelines for nutrition-sensitive community food

production aiming to contribute to food security in urban and rural areas through improved local sources of quality and affordable food. The guideline focuses on households with nutritionally-vulnerable members such as pregnant and lactating women, children under five years and the elderly, and prioritizes provinces with high rates of malnutrition, as stated in the Philippine Plan of Action for Nutrition 2017–2022. National Civil Society Alliances are also essential partners in grassroot malnutrition detection and referencing activities and in many countries, have built practical, results-oriented partnerships with like-minded organizations to increase their coverage and impact, or share resources.

The impact of various interventions is regularly documented, with 44 detailed case studies from 10 countries providing best practices to date and key issues to consider when addressing diverse nutrition-related issues. These offer community level perspectives on addressing issues through in-depth analysis.

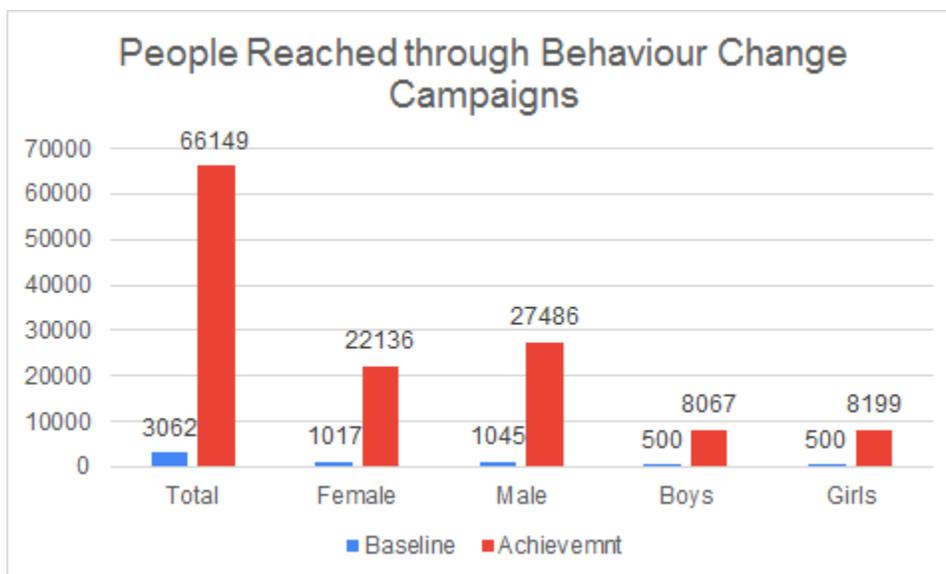


Figure: People reached through behaviour change campaigns.

Promoting accountability has always been a core component of national CSA members' activities. To date, national CSAs have engaged in high-level national review mechanisms, including the Sustainable Development Goals (98 meetings), across 13 countries. This provided an additional opportunity for the CSA to ensure that nutrition is firmly placed in national strategic planning and to understand how they can further contribute to holistic implementation processes. This has enabled a mutual learning experience from the MSP and also in contributing to strategic dialogues that shape long-term goals.

The Pooled Fund grants kickstarted the process to strengthen the understanding of common nutrition priorities within the CSAs and beyond, and highlighted the need for joint collaboration. The first Call for Proposals focused on establishing or strengthening CSAs where alliances were weak, did not exist, or had ceased to exist. This support enabled the voice of Civil Society Organizations to be an important and valued one, and to be seen contributing to national processes. This helped the CSOs to understand and build relevant partnerships with key advocates including parliamentarians, academia, technical leaders and decentralized community representatives. At the same time, it enabled the CSOs to work in a coordinated approach and share lessons and support each other in capacity building, therefore simultaneously helping to strengthen individual CSOs and the CSA. This approach has helped to institutionalize the CSAs within the wider nutrition agenda thereby increasing their ability to influence and kickstart the process of establishing partnerships that are relevant to help strengthen nutrition objectives. One advantage of the Pooled Fund's approach has been its ability to quickly learn from the Sun Movement's first Call for Proposal experience and obtain the evidence required to inform the strategic direction of future Call for Proposals. Close monitoring and evaluation and a direct link to the Secretariat helped to accelerate in-country convergence between networks and SUN Government Focal Points. In addition, addressing emerging issues and using lessons learned from other grantees to inform emerging needs has allowed for the provision of evidence on diverse contexts and has helped to elevate the voice of nutrition in countries that may not have been achieved to that extent, or would have encountered significant delays without the concerted efforts.

<p>Outcome 3 (Effective implementation and accountability): By the end of the grant period, the SUN country CSA is on track in implementing their nutrition commitments and are making a demonstrable contribution to reducing malnutrition at national and sub-national levels.</p>	Disaggregation	Baseline	Actual	N (Countries Reported)
<p>Number of MSP meetings coordinated by the SUN Government Focal Point where the SUN CSA participates with quality inputs.</p>	Total	26	124	13
	National	26	124	13

4. The SUN is rising: Spotlight stories from the field

4.1 Kyrgyzstan

Through the SUN Pooled Fund project, the Kyrgyzstan Alliance of Civil Society for Nutrition and Food Security aimed to strengthen the advocacy capacity and participation of 10 local non-profit organizations in two provinces to address malnutrition. **The success has been evident by the mobilization of local communities who have become active change agents in promoting nutrition-related initiatives.** The alliance also built the capacity of local civil societies to enable them to come together to tackle malnutrition and build an enabling environment for improving nutrition with equity.



In 2018, the country started the development of the State Food Security and Nutrition Programme. A multi-sectoral working group was created involving the Ministry of Agriculture, Processing Industry and Melioration (MAPIM) to facilitate the development. This was further strengthened in 2019 when for the first time, civil society organizations took part in discussions of the Food Security and Nutrition Programme 2019–2023. This was in recognition of the collective value add of the Civil Society Alliance (CSA) and their commitment to addressing nutrition from a multi-sectoral lens. The CSA is now seen as a valuable partner to the government, increasing the sustainability of the CSA as a key nutrition partner. Based on the criteria of “good nutrition plan”, the CSA analyzed the programme and the findings were presented in the consultations. The proposals were sent to MAPIM and discussed together with MAPIM experts. **The Nutrition Programme was signed by the Prime Minister in 2019 and included key proposals made by the CSA.**

The CSA held meetings with representatives from 11 villages identified as vulnerable and discussed food security and nutrition-related challenges. The approach of addressing nutrition needs from both the high-level and community level has yielded success in the form of Nutrition Champions. As an example, Abdykerimov Ruslan Kadyrkulovich, a young village headman of the Sary Tologoi village has become a Nutrition Champion in one of the vulnerable villages in Tyup district. Through his work within the CSA (including on right to food, advocacy and fundraising training, meetings and public hearings) he realized that there were needs and opportunities for the development of his village. He took the initiative and played a catalytic role of bringing together active young people through the Youth Committee. He further found partnership through local philanthropists, the Charo-Bol Bol charity foundation. Read the full story [here](#).

4.2 Nigeria

The Civil Society for Scaling Up Nutrition in Nigeria (CS-SUNN) prioritized gender mainstreaming, gender inclusion and advocating for high-level representation at the national and sub-national level. **There was a focus on engaging the civil society organizations (CSOs) led by women into the sub-national level coalitions and increasing women’s representation in the executive committees at the sub-national level.** The project has prioritized advocating and supporting more women champions and key influencers that speak about nutrition in key decision-making processes related to legislation, policymaking, planning and budgeting.

Through advocacy, an influential and committed Nutrition Champion from the government has been identified – the Permanent Secretary of Federal Capital Territory Administration (FCT). She is committed to working with the alliance to advocate for policy and institutional change and community level behaviour



and work collectively with others to achieve common nutrition results for everyone, everywhere. The Pooled Fund undertook extensive advocacy and targeted capacity building and also provided a first-time opportunity for a specific and targeted training on malnutrition within her administrative area. Despite her existing knowledge of the organizations supporting the fight against malnutrition, the training provided target and useful information about the current situation, stating: “I am motivated after watching the video about malnutrition in Nigeria as it revealed to me the current burden and funding gaps for nutrition.” **The Permanent Secretary of the FCT is committed to further learn and contribute to reduce the burden of malnutrition: “I will do my best to convey the documents/information provided by CS-SUNN to the Office of the Honourable Secretary of Health, and secure an endorsement of the FCT nutrition policy and the Multi-Sectoral Strategic Nutrition Plan.”**

Nigeria was also highly successful in media engagement after advocacy, engagement activities and training at both national and sub-national level. The results of successful media engagements included media coverage of nutrition events, newspaper publications and radio interviews highlighting the importance of good nutrition for development and calling for national level commitments.

4.3 Namibia

Namibia Alliance for Improved Nutrition was brought to life around 2010 as the country's multi-sectoral and multi-stakeholder platform. Although it was active in early years, NAFIN was shifted outside the government and became less influential with the changes in government. **With support from the Pooled Fund, the country was able to revitalize the alliance that plays a key role in improving nutrition as a multi-sectoral and multi-stakeholder platform. The new alliance is now known as the Nutrition and Food Security Alliance of Namibia (NAFSAN) and is represented by actors from civil society, academia, the private sector and a number of committee individuals.** Discussions are ongoing with lawmakers to inform future legislation and planning processes around nutrition in Namibia. This is achieved through a highly participatory approach and a constitution that could serve as an example for other Civil Society Alliances within the global SUN Network. **The project also obtained commitment from the German**

Agency for International Cooperation (GIZ) to provide one-year funding for NAFSAN, which will primarily be used to start operating and secure future funding for the next five years and to ensure the sustainability of the organization.



4.4 Zimbabwe



A facilitator interacting with students before the campaign in Kuwadzana, July 2019.

The Zimbabwe Civil Society Organizations Scaling Up Nutrition Alliance (ZCSOSUNA) has been a member of the SUN Civil Society Network since 2013 and has recently joined the East and Southern Africa Civil Society Network. With over 119 member organizations, the CSA plays a major role in nutrition advocacy, policy discussions and implementation in Zimbabwe.

In the summer of 2019, ZCSOSUNA launched a campaign targeting adolescents with the aim of raising their awareness around nutrition issues. The campaign, dubbed “Let’s Kick Out Stunting Campaign,” uses sports and outdoor recreational activities to bring young people together to teach nutrition essentials. The Project Coordinator, Kudawashe Zombe, stated that the idea to engage youth through sports was inspired by Nelson Mandela. The late activist and President once said: “Sports have the power to change the world... It speaks to youth in a language they understand. Sport can create hope where once there was only despair.” Zimbabwe was formulating its adolescent nutrition policy and civil society members were determined to raise the teen voices on nutrition. The campaign engaged with young people directly through sports, songs, poetry and dance competitions in schools. Their efforts were so successful that it galvanized a local university to include youth perspectives as part of an academic analysis on the adolescent nutrition landscape. Energized by the campaigns success in Kuwadzana, ZSCOSUNA began replicating the “Let’s Kick Out Stunting Campaign” in the Chipinge and Chimanimani regions. Through creative expression in a positive setting, this project will help transform Zimbabwe’s youth into the nation’s future nutrition leaders.



Nutrition budget analysis and advocacy training in Gweru, December 2019.

The Zimbabwe Civil Society Organizations Scaling Up Nutrition Alliance (ZCSOSUNA) is a major player in national and regional advocacy. It contributes to the country’s Food and Nutrition Security Committee, the Nutrition Technical Working Group, as well as other SUN networks and partners. With support from the Pooled Fund grant, the CSA impressed upon the government the importance of nutrition investment. ZCSOSUNA hosted two parliamentary engagement meetings that lobbied for increased domestic financing for nutrition. These meetings raised awareness among politicians on prior nutrition commitments and unpacked difficulties in measuring progress. The alliance complemented these advocacy meetings by training regional alliance members on nutrition budget analysis to better track commitments outside the capital. In addition, ZCSOSUNA held a press conference on national television that called upon the Zimbabwean government to renew and refine its commitments at the upcoming Tokyo Nutrition for Growth Summit (N4G) in December 2020. Their advocacy efforts paid off: at the time of this report, Parliament formally recommended a budget increase for nutrition to the Minister of Finance and Economic Development.

4.5 Philippines

The Pooled Fund played a catalytic role working through the International Institute of Rural Reconstruction (IIRR) who was awarded under Window 1 Cycle 2 to launch a national effort to combat nutrition issues through multi-level and multi-stakeholder action through stronger nutrition-sensitive programming within government agencies and SUN CSA members. In August 2019, the National Convention on Nutrition



Sensitive Programmes was held at the IIRR where almost 100 delegates from the government and CSOs participated. They gathered to level-off understanding of nutrition-sensitive programming in the Philippines and discuss challenges that hinder multi-sectoral actions on nutrition. Key actions to address these challenges were identified and integrated into the SUN Pooled Fund project. These include strengthening nutrition advocacy through information dissemination and media

partnerships; orienting local key stakeholders on nutrition and nutrition-sensitive strategies; and providing local government and civil society partners with technical assistance on multi-sectoral planning, budgeting and implementation of nutrition interventions. Parallel sessions that promote women empowerment for better nutrition have also been conducted at the convention. Activities of the Pooled Fund project are also centred towards empowerment and engagement of women in nutrition interventions. The project provided training sessions to pregnant and lactating women, women of reproductive age and parents of children



under 2-years-old to learn about indigenous vegetables and home gardening. They flocked the vegetable exhibit area to learn more about planting and taking care of the vegetables, wanting to immediately start growing them. At the end of the training, participants knowledge improved by 60 percent (as reported in self-evaluation study). To date, 52 individuals have been trained on community food production and home gardening.

4.6 El Salvador

El Centro de Apoyo de Lactancia Materna (CALMA) is a founding member of and chairing organization to the Civil Society Alliance in El Salvador, also known as the Alianza por la Soberanía y la Seguridad Alimentaria de El Salvador (NutrES Alliance). With the support of the Pooled Fund, the NutrES Alliance increased its organizational membership and capacities in gender-sensitive approaches to nutrition while contributing to the development of a national strategic plan for food security.

Together with the Association of Water Beneficiaries of the Rural Area of Tonacatepeque (ABAZORTO), members of the NutrES Alliance and CALMA have enhanced the connection between national and sub-national nutrition partnerships and have socialized youth and families on organic and/or local food production models.

ABAZORTO supports over 12,000 inhabitants in the rural municipality of Tonacatepeque, in the department of San Salvador, in domestic and agricultural water usage. In coordination with five schools and the local Agroecological Training Center, ABAZORTO launched a series of food production models in which school canteens supplied locally-sourced, organic food to students. Their efforts have provided more than 1,000 students with healthy and nutritious school lunch models.

Through participation in the NutrES Alliance, members like ABAZORTO will continue to promote healthy and nutritious lifestyles by encouraging local, organic food consumption. The alliance is now collaborating with the Agroecological Training Centre on financial resourcing and water rights. Overall, the partners report the people of Tonacatepeque are increasingly aware of nutritious and indigenous food production models, national nutrition commitments and civil society advocates in their area.



Pictured here: Purnima Kashyap, Global Coordinator of the United Nations Network for the Promotion of Nutrition (SUN) for Central America. Licda. Ana Josefa Blanco, Director of CALMA, Lic. Danilo Pérez, Director of CDC, Ing. Francisco Pineda, President of the CAC, Orlando Aguiluz, Director of ABAZORTO and Dr. Senia Benitez, of PMA, as well as technical personnel from the institutions that make up the NutrES Alliance.



The NutrES Alliance has strengthened their social media outreach and co-promoted member organizations by implementing a permanent campaign on nutritional security, breastfeeding and nutritious habits.

4.7 Mali³

In 2017, the Republic of Mali revised their constitution and recognized the right to food and adequate nutrition as a basic right for all Malian citizens. In so doing, the nation acknowledged the need for greater nutritional advocacy and the need to elevate civil society nutrition actors in the country. In this context, the SUN Movement Pooled Fund grantee Centre Sahélien de Prestation, d'Etudes, d'Ecodéveloppement et de Démocratie Appliquée (CSPEEDA) was selected to strengthen the capacity of civil society organizations and facilitate their participation in national and regional nutrition coordination processes. Besides focusing on outcomes related to financial resourcing and accountability, CSPEEDA has increased and improved nutritional advocacy through their inclusive approach with local leaders.



Kayes Region in Mali – Photo:
CC BY-SA 3.0

CSPEEDA has secured agreement and commitment of 17 parliamentarians as well as 10 municipal elected representatives of the Association of Municipalities of Mali (AMM) who now champion nutrition in key decision-making processes related to legislation, policy formulation, planning and budgeting.

CSPEEDA has also secured the commitment of 15 Nutrition Champions to raise the profile of nutrition, including Mr. Bernard Coulibaly who is the prefect of Kayes city and its environs. He is the direct representative of the state at the circles level and has the capacity to mobilize all relevant actors (including the Sub-Prefects at the communal level). Mr. Coulibaly has shown that with active involvement of local authorities and with the right commitment, malnutrition can become a thing of the past.

“Seeing malnourished children is heart-breaking. Families do not deserve this. If as local authorities, we don’t do anything, nobody will. These are our people.”

³ This country spotlight is an adaptation of the featured article in the *SUN Movement Newsletter* - April 2020, featured in [English](#) and in [French](#).

A steadfast supporter of nutrition programmes for many years, Bernard Coulibaly oversees nutrition planning and coherent implementation across all relevant sectors in his district. As prefect, he made best use of his authority and made it compulsory for devolved sectoral governmental authorities within the district to report on nutrition progress. He was even able to extend this down to the lowest sub-national levels.

Thanks to Mr. Coulibaly's leadership, effective commitment and a local, multi-sectoral approach, the Kayes region is improving the nutritional status of its citizens.

These efforts are just one example of how local commitments that are simple and cost-effective can prevent malnutrition and create municipal networks that endure the test of time. Indeed, with every dollar invested in the fight against malnutrition, it is estimated that a country gains an additional USD 16 due to increased productivity. Seen this way, investing in the prevention of malnutrition can unleash not just the potential of all children, but the potential of an entire nation.

Political advocacy will play an important part in the fight against malnutrition, spearheaded by local officials such as Bernard Coulibaly – who has agreed to be a SUN Nutrition Champion for life.



Nutrition champions pictured with the CSPEEDA project team.

5. Sharing knowledge in Nepal

The Pooled Fund at the SUN Movement Global Gathering 4–7 November 2019 in Kathmandu, Nepal

The biennial pinnacle event of the SUN Movement, the [SUN Movement Global Gathering](#), served as an important juncture for all members of the SUN Movement to reflect upon challenges, opportunities, innovative solutions and inspiration in the fight against malnutrition.

On the sidelines of the larger event, the Pooled Fund grant recipients from Window 1 Cycles 1 and 2 attended the event as important representatives within their respective national delegations. Grant recipients sat together with donors and stakeholders to share achievements, concerns, solutions and words of encouragement.

Several core lessons arose on success:

1. Government support is key to sustainability. The Pooled Fund project, as with many ambitious projects with a political advocacy component, can only be realized with government endorsements and working through existing government structures.

The experience of Papua New Guinea, setting up its CSA with Pooled Fund support and the government's facilitating efforts illustrates a win-win relationship with the government resulting in the inclusion of civil society partners when drafting the National Nutrition Policy and Action Plans.

A graphic with a light orange background and a white map of Malawi on the right. At the top, there are three colored bars: blue, orange, and light blue. The text includes the 'Scaling Up Nutrition' logo with a '10th Anniversary' emblem, the 'UNOPS' logo, and a quote from a Malawian delegate.

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As the delegate from Malawi stated: “You cannot introduce a new project without involving the government... this is the only way interventions can have long-term impact and sustainability.”

2. Elections are both a great risk and a great opportunity, as has been highlighted in many project reports. The project team in Ethiopia used elections as an opportunity to sensitize and engage political leaders around nutrition, working carefully to develop and package relevant messaging. El Salvador echoed the opportunity presented by the popular momentum created in the pre-election period, and stressed that follow-through in the post-election period is vital to ensure their campaign commitments are maintained. Challenges were raised around the risk of being associated with a specific political party, particularly in volatile contexts. Overall, experiences demonstrated that with sufficient socio-political stability, a careful and localized strategy before and after the campaign can yield positive results.

3. Real change takes time. As delegates in the Philippines pointed out, truly scaling up nutrition requires long-term, adaptive mechanisms. Audience members agreed that decentralizing alliances, involving an active and supportive Government Focal Point and working with patience are best practices in project durability. While the Pooled Fund grants are conceived as short-term, catalytic funds, members of the CSAs stated that achieving more systemic, impactful and sustainable objectives, rather than immediate short-term results, requires more time and predictable longer-term funding. These points were particularly salient for fragile states receiving Pooled Fund support in 2019: Afghanistan, Chad, Somalia, South Sudan, Sudan and Zimbabwe. In these states, the needs for reliable partnerships are greatest. Participants stated that in order to create CSAs in countries where they did not exist –in fragile states or in the context of chaotic elections –it can take the entire project implementation period “just to set up the system” or to develop the necessary communication channels and institutional capacity to make lasting change.





The SUN Movement Coordinator, Gerda Verburg, with the delegation from Sri Lanka.

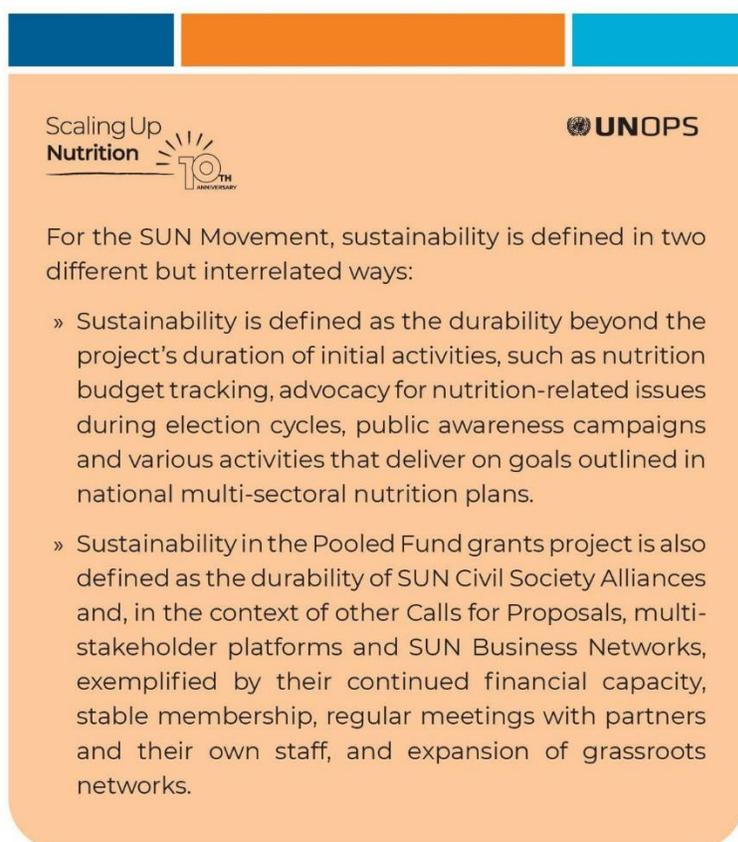


The Pooled Fund Coordinator, Ophélie Hemonin, with the delegation from the Republic of Benin.

6. Sustainability



The SUN Movement Pooled Fund provides support to activities that are catalytic: those which 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 spark organizations' interest in working together on nutrition interventions that previously did not exist or are new to a particular geographic area or group.



Cohesiveness and collaboration between civil society organizations means more successful advocacy, reduces the duplication of efforts or gaps, and supports inclusive solutions to local challenges.

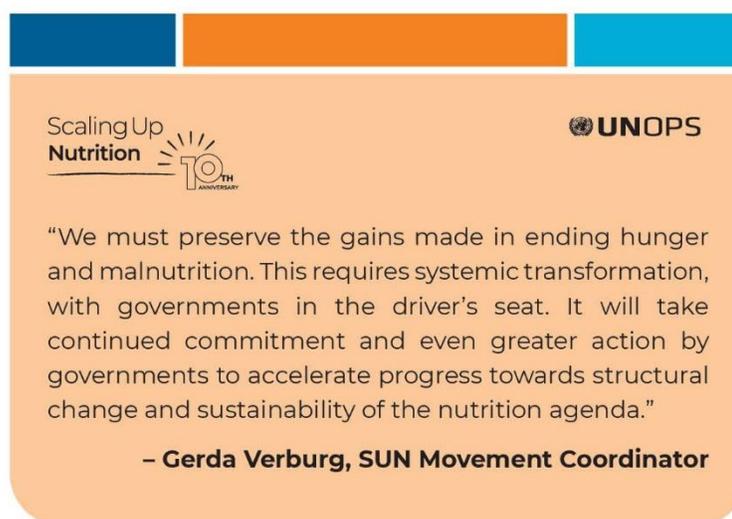
1. Organizational and governance capacity: The objective is to ensure all CSAs are able to secure adequate human resource capacity, technical capacity and resources, institutional capacity, and administrative and governance structures to implement their strategies, address challenges and be more accountable towards their efforts.

2. Operational and advocacy capacity: To maximize impact on malnutrition reduction through more efficient and effective efforts, accountability and learning through a robust MEAL system, and active contribution to national and sub-national multi-stakeholder platforms.

By their very nature, sustainability criteria can only be confirmed years after the project ends. There are, however, indicators of progress that can be used to determine the extent to which a project is likely to be sustainable beyond the direct funding

window. The Pooled Fund was designed to develop and sustain networks of actors from different sectors working collaboratively to address malnutrition in different forms and levels. Achieving sustainability takes time and is dependent on several factors external to the project such as ensuring that the nutrition agenda remains high amongst national priorities and this is matched by adequate planning, resource allocation and implementation. The assessment of sustainability is therefore linked to the extent to which the Pooled Fund has played its catalytic role in establishing or strengthening non-state actor networks; the ability of such networks to mobilize their constituencies for productive engagement; and the ability to get buy in from the nutrition community and to be considered as a relevant partner in national and sub-national planning and implementation processes as well as in resource mobilization. The extent to which the above factors are achieved will provide a strong indication that the role of the network would continue to be relevant and useful in addressing malnutrition beyond the current funding phase.

Window 1 Cycle 1 grant recipients received top-ups conditioned on their performance and inclusion of sustainability activities in their revised grant agreements. The top-up grant recipients were urged to develop fundraising strategies and plans if they did not have tools already in place. In the Window 2 Cycle 1 cohort of projects, grant recipients were provided the opportunity to include sustainability activities. Since June 2019, the Civil Society Network has been working closely with Alliances to maintain the momentum from the Pooled Fund for when the grant expires. The first set of grant recipients closed their projects in early 2020. Based on the progress reports, there are clear indications that the Pooled Fund grantees are moving towards institutional sustainability by ensuring that the CSAs are part of the broader nutrition agenda at national and sub-national levels. The focus at the sub-national level is particularly important in providing a link between the needs of the community and government policies and plans, making sure that communities voices are heard, but also ensuring that plans deliver the expected results. This ability to have Alliances operational at national and sub-national levels offers a distinct value added. As such, the sustainability of the Pooled Fund project is considered to be on track.



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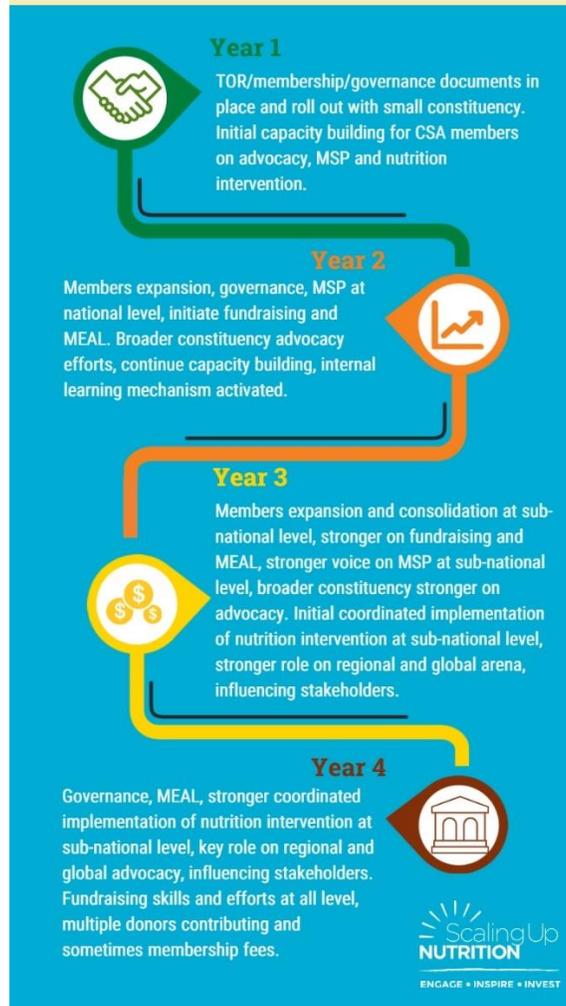
“We must preserve the gains made in ending hunger and malnutrition. This requires systemic transformation, with governments in the driver’s seat. It will take continued commitment and even greater action by governments to accelerate progress towards structural change and sustainability of the nutrition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

– Gerda Verburg, SUN Movement Coordinator

Based on the progress reports, there are clear indications that the Pooled Fund grantees are moving towards institutional sustainability by ensuring that the CSAs are part of the broader nutrition agenda at national and sub-national levels. The focus at the sub-national level is particularly important in providing a link between the needs of the community and government policies and plans, making sure that communities voices are heard, but also ensuring that plans deliver the expected results. This ability to have Alliances operational at national and sub-national levels offers a distinct value added. As such, the sustainability of the Pooled Fund project is considered to be on track.

The following infographic is a top line overview of the evolution for a CSA to become sustainably established, prepared in collaboration with the SUN Civil Society Network. The timings indicated reflect an average and attempt to synthesize a variety of cases for the purpose of clarifying why establishing sustainable national CSAs takes time and realistically exceeds the duration of Pooled Fund grants. Each country-specific timing depends on size, localization, diversity of stakeholders, governance processes in place, geopolitical landscape, economic situation, environmental challenges, legal frameworks, societal circumstances, etc. Some CSAs move through the stages more quickly, while others can remain stagnant at a stage for years. Some processes might also be established earlier than planned.

CSA Evolution



Finally, the Pooled Fund is also strengthening collaboration within the SUN Movement by making use of existing tools such as the Joint Annual Assessment, strategic review and the network functionality index to gather evidence on key issues including sustainability. This approach will ensure that the achievements through Pooled Fund projects remain integrated within the SUN Movement’s institutional knowledge and can ensure that there is clarity on how project results contribute directly to the overall SUN Movement Strategy.

7. Scaling up gender equality and the empowerment of women and girls

Key messages:

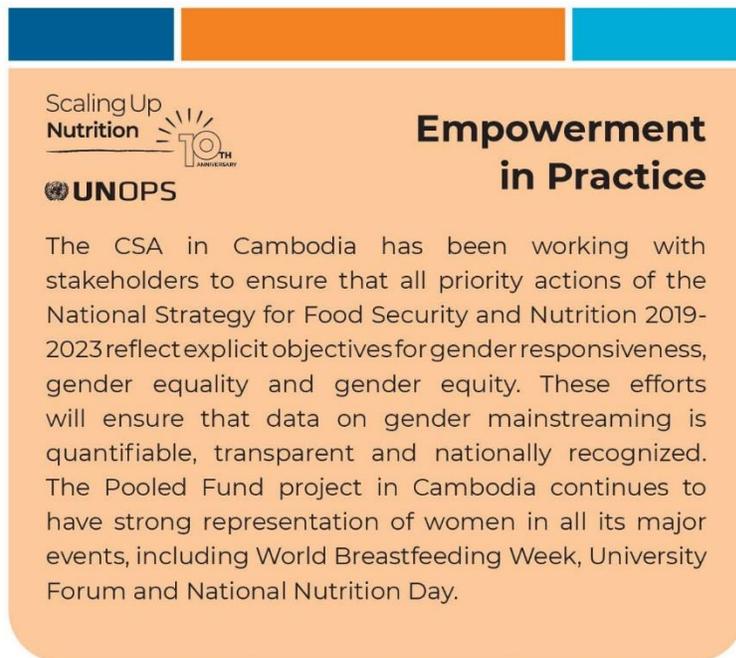
- Healthy women and girls are the cornerstone of healthy societies. Ensuring they have access to good nutrition throughout their lives is in the DNA of the SUN Movement, and as such, a core part of the Pooled Fund's mission. Men and boys also have a role to play in supporting the empowerment of girls and women. The Pooled Fund grant recipients used a wide approach to gender equality and empowerment of girls and women that has yielded positive results and lessons.
- Promoting diversity inclusion, gender equality and women and girls' empowerment in the context of country-driven efforts is at the centre of the SUN Movement's efforts to leave no one behind. The Pooled Fund grants address this as a priority by dedicating one section on gender in the Call for Proposal (CfP). The applicants are asked to provide how their projects/activities are designed to contribute to gender equality and/or the empowerment of women, adolescent girls, youth, indigenous people, grassroots groups and/or vulnerable communities. This is considered as one of the major evaluation criteria for the selection of grant recipients.
- The Pooled Fund management team also walks its talk in the way it operates, as its team is predominantly composed of female personnel from five different geographic areas.

As an important component of the SUN Movement's Strategy and Roadmap 2016–2020, the Pooled Fund grants champion the Movement's vision and, in particular, gender equality and diversity inclusion values which are an explicit part of each individual grant project. Gender equality and diversity inclusion factor into both the Pooled Fund programme management and in the individual grant project's activities.

Gender mainstreaming is an important dimension of UNOPS approach to recruiting project personnel. UNOPS works to improve the gender balance of its workforce by fostering an inclusive organizational culture, recognizing that the diversity of teams is an asset to better address partners' needs and challenges. The majority of the Pooled Fund management team personnel are female. For more information on programme personnel, see Section: [1.2 Pooled Fund organigram](#).

In collaboration with grantees, the Pooled Fund Team continued its efforts in 2019 to mainstream gender and inclusion issues into the design, implementation, monitoring and evaluation of its CfPs and selected projects. During the design of the project, applicants were asked to prioritize project activities that would benefit women, children and vulnerable groups. During the CfPs evaluations, applicants were graded more favourably if they included a strategy to mainstream gender in their project. The Grant Evaluation Committees for Window 1 Cycle 2 and Window 2 Cycle 1 assigned 7–8 percent of the total evaluation points to gender. Grant recipients were also required to disaggregate the key performance indicators by men, women, girls and boys where possible.

7.1 Planning for equality & empowerment



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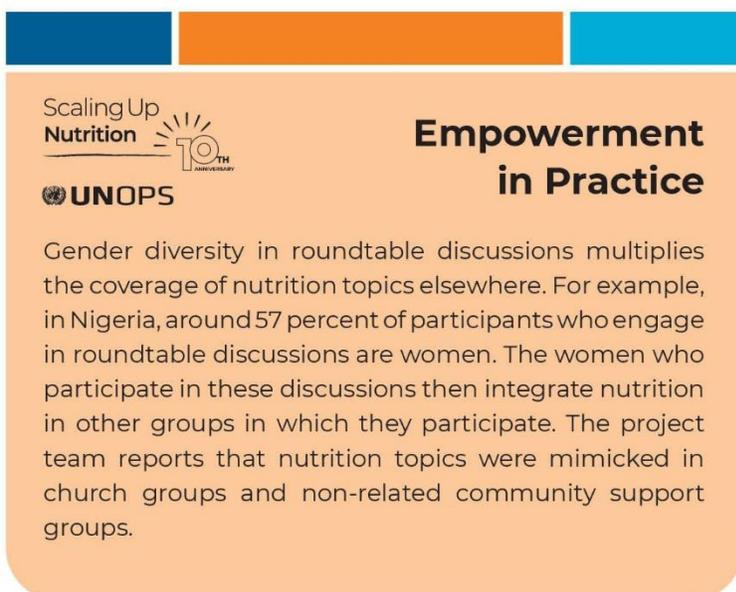
Empowerment in Practice

The CSA in Cambodia has been working with stakeholders to ensure that all priority actions of the National Strategy for Food Security and Nutrition 2019-2023 reflect explicit objectives for gender responsiveness, gender equality and gender equity. These efforts will ensure that data on gender mainstreaming is quantifiable, transparent and nationally recognized. The Pooled Fund project in Cambodia continues to have strong representation of women in all its major events, including World Breastfeeding Week, University Forum and National Nutrition Day.

Civil society's role in elevating the voices of women in national plans cannot be understated. Gender sensitive planning combats social inequities that contribute to malnutrition from a legal and structural perspective. This is why incorporating gender-sensitive inputs in national and sub-national plans is a core activity of Window 1 projects. During the project implementation period for Window 1 Cycle 1, four countries (Myanmar, Mali, Papua New Guinea and Somalia) have developed new national nutrition plans. These four national nutrition plans have included the SUN Civil Society Alliances' inputs regarding gender equality and women's empowerment. The cohort of grant recipients from Window 1 Cycle 2

have added another three national nutrition plans to the total that reflect gender inclusiveness. With increased advocacy by the Civil Society Alliances (CSAs) on enhancing gender equality and women's empowerment, 44 new nutrition plans have been developed at the sub-national level, which is 62 percent of the total nutrition plans developed in the grantee countries.

7.2 Raising women's voices



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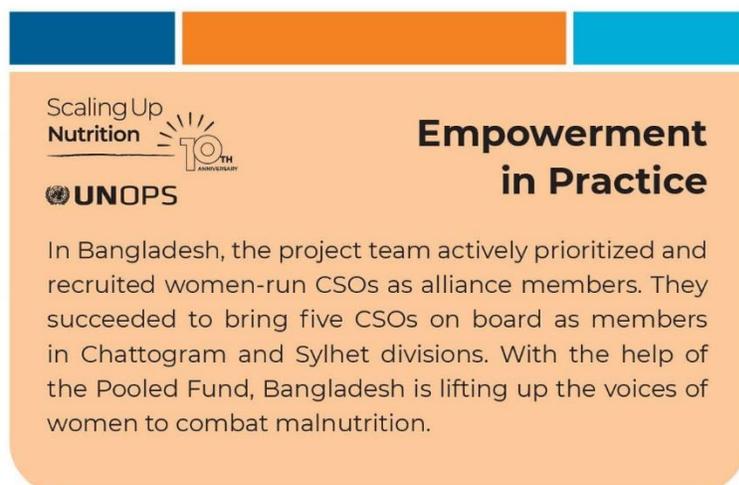
Empowerment in Practice

Gender diversity in roundtable discussions multiplies the coverage of nutrition topics elsewhere. For example, in Nigeria, around 57 percent of participants who engage in roundtable discussions are women. The women who participate in these discussions then integrate nutrition in other groups in which they participate. The project team reports that nutrition topics were mimicked in church groups and non-related community support groups.

Women play a critical role in every step of food processing, from production to food preparation. While empowering women with necessary nutritional knowledge and skill sets is important, it is also essential to receive their feedback and identify solutions and better approaches to resolve issues. Roundtable discussions that include key stakeholders and media serve as a platform for women, marginalized communities and civil society organizations (CSOs) at the sub-national level to share their challenges and ensure that their voices are heard and are factored into national planning processes. With the

Pooled Fund support, SUN CSAs organized a total of 191 roundtable meetings at both national and sub-national levels by December 2019. These roundtables helped CSAs reach a total of 3,096 stakeholders, 44 percent of whom were women.

7.3 Outreach & engagement



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10TH ANNIVERSARY

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Empowerment in Practice

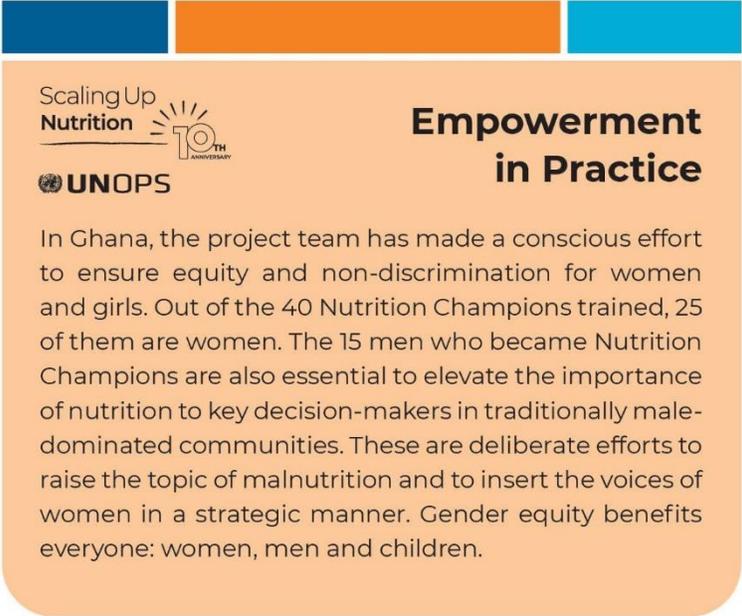
In Bangladesh, the project team actively prioritized and recruited women-run CSOs as alliance members. They succeeded to bring five CSOs on board as members in Chattogram and Sylhet divisions. With the help of the Pooled Fund, Bangladesh is lifting up the voices of women to combat malnutrition.

Gender inequality can be both a cause and an effect of malnutrition. The empowerment of women and youth is the key to improved nutrition and is also linked to the achievement of the Sustainable Development Goals. Despite ongoing global efforts, gender discrimination still limits women's access to nutrition. The project implemented a specific component in many of the supported countries to engage women and youth to increase their awareness on the right to food and nutrition. Certain grant recipients have used Pooled Fund support in direct outreach and

education efforts. In Sri Lanka, for example, the project implemented a school level nutrition programme with boys and girls to make them nutrition-aware and to promote a mutual understanding of their equal rights to nutrition. At the end of 2019, the Pooled Fund supported CSA outreach activities to nearly 171,000 people, 57 percent of whom were women and children. In addition, the Pooled Fund supported 42 behaviour change campaigns predominantly at the sub-national level. Alliances were able to reach 30,578 people (10,080 men, 11,256 women, 5,085 girls and 4,033 boys), with the objective of educating both men and women in communities on gender equality, nutrition and healthy feeding practices. The effects of these mass mobilization activities will be measured in the later phase of the project using appropriate tools.

7.4 Gender-sensitive champions & influencers

In its efforts to engage champions and key influencers that speak about nutrition in key decision-making processes related to legislation, policymaking, planning and budgeting, Pooled Fund projects have systematically prioritized working with more women. By the end of 2019, 109 (35 percent) of the 312 champions and key influencers were women. This demonstrates a significant acceleration from 2018, where only 19 champions and key influencers had been mobilized.



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Empowerment in Practice

In Ghana, the project team has made a conscious effort to ensure equity and non-discrimination for women and girls. Out of the 40 Nutrition Champions trained, 25 of them are women. The 15 men who became Nutrition Champions are also essential to elevate the importance of nutrition to key decision-makers in traditionally male-dominated communities. These are deliberate efforts to raise the topic of malnutrition and to insert the voices of women in a strategic manner. Gender equity benefits everyone: women, men and children.

8. Looking back & looking ahead: Lessons learned in 2019

The Pooled Fund grants support country-driven and country-led political strategies to scale up nutrition. Direct grant support is one of many activities within the SUN Movement, but it will take continued commitment, strategy and action by grant recipients and their partners to ensure results. This chapter explores the programmatic and implementation challenges, lessons learned and responses in 2019.

8.1 Overall design & administration

8.1.1 Monitoring and evaluation: The need for a tailored approach

Given the diversity of the different Calls for Proposals (CFPs), it is difficult to aggregate a results framework that addresses the diversity of grantee contexts, yet provides a clear enough summary to report collectively. There is a need to find a balance between an open-ended process that allows for agility and for grantees to be able to respond to contextual needs at national or sub-national levels, while also aggregating results so that it is possible to analyze the collective results of all grantees. This process has already started and moving forward there will be more engagement with grantees to ensure that there is adequate engagement and ownership. This will be achieved through field missions, lesson learning sessions and training.

Grant recipients had varying capacities on basic monitoring and evaluation (M&E) practices.⁴ Some grantees have dedicated M&E staff or focal points with diverse experience. There are also varied levels of expertise within the CSAs that affect the quality of results monitoring for the grantees. The M&E team has been identifying the needs of various grantees and has been organizing bilateral calls to address emerging issues. This will likely be more structured in 2020 with M&E regional focal points addressing the needs in a systematic manner. In 2019, this was supported through direct support field missions and tools to help grantees undertake M&E activities⁵. The Pooled Fund Team has strengthened its own M&E team based on the gaps identified in 2019 with regional M&E and Quality Assurance Specialists. There are also plans to align reporting so that reporting schedules are more closely aligned to external reporting requirements.

The Pooled Fund Team sought approval from the Consultative Group in June 2019 to add three regional Monitoring and Quality Assurance Specialists (more information on the team make-up can be found in the [1.2 Pooled Fund organigram](#)). This new structure will ensure more regular and timely engagement with stakeholders for more sustainable and institutionalized M&E capacity within organizations. This is expected to contribute to an Alliance that is able to effectively record its impact in an empirical manner and will attract additional funding and partnership opportunities.

⁴ This was more pronounced in Window 1 Cycle 1, where the Pooled Fund attracted grant recipients that were not selected for Nutrition Advocacy Funds. The Nutrition Advocacy Fund (NAF) was a small-grants programme funded by Bill & Melinda Gates Foundation under the New Venture Fund initiative. It targeted many of the same activities as those under Outcome 1 of the Pooled Fund Results Framework. Therefore, recipients of this funding were prohibited from applying to the Pooled Fund grants as a measure to avoid double funding that year. Some of the most active Civil Society Alliances (CSAs) were benefitting from the funding at this time.

⁵ M&E tools include the *Project Monitoring & Reporting (PMR) Guidance* and the *M&E Toolkit*, which includes logframe, activity and risk-tracking templates.

The Pooled Fund Team also modified the M&E format for Window 2 grant recipients and provided more support to grant recipients during the planning stage to help shape their project logframes into actionable outputs and SMART indicators for each grant award.

Finally, the Pooled Fund Team responded to the M&E challenge by modifying the M&E approach in Window 2 Cycle 1 for multi-stakeholder platforms. In June 2019, the Consultative Group approved a more flexible overall framework for Window 2 Cycle 1 that would allow the grant recipients to design innovative, catalytic and scalable projects suitable to their country context. Each grant recipient selected two to three thematic areas with clear and actionable outputs. The grant recipients developed their own project proposals and indicators suitable to their country context. The Pooled Fund team noted that the logframes for Window 2 Cycle 1 were limited and actionable, and have formed the bottom-up approach to the Window 2 Results Framework.

8.1.2 Technical assistance

The SUN Movement Civil Society Network (CSN) is a major partner of the SUN Movement and of the SUN Movement Pooled Fund project in particular. The CSN provides country networking strategies, resource mobilization and other forms of assistance to its members. According to the Pooled Fund Project Agreement, the CSN would “provide technical assistance and training to CSAs.” However, with over 50 Civil Society Alliances in its network, the CSN Secretariat’s capacity was stretched to the limit. Unfortunately, they were unable to address all requests in 2019.

The SUN Movement Secretariat and the SUN CSN are addressing this issue in 2020 for Window 1 Cycles 1 and 2 grant recipients by streamlining the way in which technical assistance (TA) requests are received, processed and tracked. As soon as a TA request is received from grantees, it is dispatched to the relevant partner depending on the nature of the TA. For instance, requests for assistance to develop a fundraising strategy from CSA grantees will be redirected towards CSN. In addition, when matching TA requests from grantees to providers, the SUN Movement Secretariat leverages the potential and expertise from all SUN Networks. These SUN Networks include the Civil Society Network as well as the UN Network and the SUN Business Network, where appropriate.

Technical assistance requires further consideration from the SUN Movement Secretariat and the Global Support System in Phase 3.0 of the SUN Movement and would require forming clear connections between existing TA models such as the Technical Assistance for Nutrition Project (TAN), joint investment from UN agencies in national level partnerships and regional training opportunities to the line staff of key national actors (NGOs, government officials, etc.).

8.1.3 Team resources

In the early stages of the project, the Pooled Fund Team consisted of the Pooled Fund Coordinator, one Monitoring and Evaluation Specialist and one Grants Analyst. In 2019, the number of beneficiaries increased from 21 to 48. Consequently, the tendering processes, contract management, report reviews and site visits more than doubled.

In June 2019, the Consultative Group approved a budget revision to allocate the savings from partial or delayed recruitment in order to hire a Grants Officer and three Monitoring and Quality Assurance Specialists in three different geographic regions. With the addition of the Grants Officer, the Pooled Fund Team was

able to process the increased reports, payments and revisions with a greater degree of responsiveness to all 48 recipients in 2019.

The sudden increase in the number of grant recipients also created a challenge for project M&E – there were too many beneficiaries to assess in the remaining time allotted for each project. In order to have the most impact, it is important for the Pooled Fund M&E Specialist to time the visits while the project is well underway. Correct timing allows the Pooled Fund Team to have a variety of financial documents and internal controls from which it may sample. It also allows the M&E Specialist to clearly see the in-country partnerships and results firsthand. Since there were three different cohorts of grants issued in a 24-month timeframe, the number of site visits must increase significantly in 2020. The Pooled Fund Team anticipated this challenge by starting the recruitment for the three regional Monitoring and Quality Assurance Specialists in late 2019.

8.1.4 Call for Proposals

Designing and developing a Call for Proposal (CfP) takes time and resources. The Pooled Fund programme seeks to identify and cultivate innovative activities at the national and sub-national level. In order to do so, it can take up to six months to design, edit, seek internal approvals, publish the opportunity and select grant recipients.

The Pooled Fund CfPs emphasize project support or endorsement by the SUN Government Focal Point. Specifically, applications that include a written letter of support are assigned a higher point value. In theory, the chairing organization of a CSA is in regular contact with the Government Focal Point and the Government Focal Point is aware of the proposal's content and/or applying organization. However, early site visits revealed that some Focal Points have pulled away from their duties, are functioning in an interim capacity, or not present at all. Their connection with the Pooled Fund programme, and with the CSAs more generally, requires a larger intervention in some countries. This is considered a common problem in grant-making, where letters of support are given freely. For applicants who did not have an official Government Focal Point, the Pooled Fund Team relaxed the criteria on who can qualify as a Government Focal Point in order to allow interim or acting-officials or officials from the Office of the Government Focal Point to sign and issue letters. To ensure that Government Focal Points took the letter-writing process seriously, the SUN Movement Secretariat issued communication directly to its Government Focal Points with details on the funding opportunity and its requirements.

The Pooled Fund CfPs also emphasized the importance of proposing projects that had no other funding resources. Nevertheless, the Pooled Fund programme found difficulties in ascertaining the “last resort” nature of some applications, as well as confirming if more resources could or could not have been mobilized for a specific project. The Pooled Fund CfP had initially included a requirement for written certification from the SUN Donor Convener in the applicant country. Grant applicants were either unsure of their Donor Convener or the title of Donor Convener had changed hands. To mitigate this uncertainty, the Pooled Fund Team modified the CfP to include letters from SUN Donor Conveners or bilateral donors as an optional measure and invited Civil Society Network members to participate in the selection. For the Window 2 Cycle 1 CfP, the Pooled Fund Team removed the reference to a SUN Donor Convener letter since the “last resort” nature would be difficult to assess for applications open to UN entities or national governments. Instead, the Pooled Fund Team invited representatives from the SUN Networks to participate in the grant selection and evaluate the applicant's narrative on partnership and co-contributions to the proposed project. Together they set a clear priority to innovative approaches that can have a catalytic impact in SUN Countries and support countries' efforts to scale up nutrition through innovative models.

8.1.5 Conflict of interest

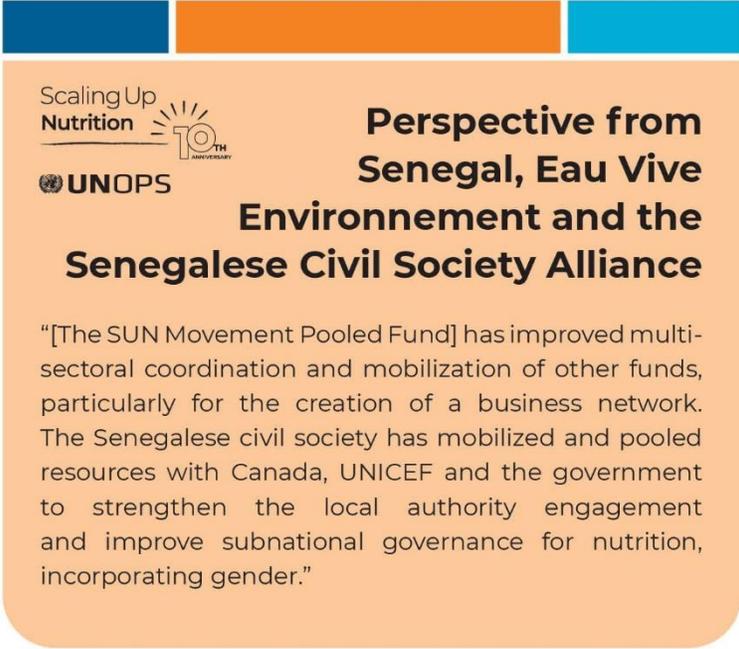
The Pooled Fund Team ensures that fund management is conducted in a competitive and transparent manner. In particular, this is assured by a clear separation of roles and responsibilities in the various stages of the grant design and evaluation process amongst the SUN Movement Secretariat, the Civil Society Network Secretariat, UNOPS and potential beneficiaries. The aim of these efforts is to avoid any potential conflicts of interest. During the design stage, the SUN Movement Secretariat saves the Pooled Fund topics for the end of the agenda and asks members of the Executive Committee to recuse themselves from the discussions. During the selection phase, each Grant Evaluation Committee member provides written certification that they have no conflicts of interest prior to starting the evaluation. UNOPS has also exercised the ability to disqualify applications based on conflicts of interest, which it identifies in its Evaluation Reports before making any financial obligations. As an additional measure to increase transparency, the Pooled Fund Team will launch a website in 2020 to clearly re-publish all Call for Proposals, project descriptions and lists of awarded recipients. In conclusion, selecting and issuing a limited amount of funds will always generate a degree of conflict, but the Pooled Fund Team mitigates actual conflicts of interest to the best of its abilities.

8.1.6 Funds transfer

The process of finalization of grant agreements with grant recipients awarded in Call for Proposals were lengthy due to difficulties related to fund transfers to bank accounts in certain countries. This was particularly evident in Sudan, Somalia and countries whose currency was the West African Franc. The Pooled Fund Team experienced delays running remittances in local currency or through local banks, which were largely outside of the project's control. These difficulties delayed the start of implementation of several projects and occurred in both Window 1 Cycle 1 and Cycle 2. Additionally, every grant recipient must submit a financial and narrative report, which includes supporting documentation for programmatic activities and scanned invoices, contracts and receipts for all grant expenditures. This rigorous review safeguards the effective use of public funds, but also takes time to conduct, clarify and finalize fund transfers with grant recipients. Many of the recipients most in need of grant support also had weak financial capacity, which generated delays in payments.

As a mitigation measure, the Pooled Fund Team factored additional time to onboard new grant recipients. The Team sought and was granted authorization by UNOPS to increase the initial payout upon the grant recipient's request for Window 1 Cycle 1 and Window 2 Cycle 1. The grant recipients who took advantage of a modified payment schedule benefited from more cash-on-hand to initiate their projects. For countries where banking was uncertain, such as Sudan and Somalia, UNOPS used manual payment methods through UNDP local offices. As a final measure, the Consultative Group approved the recruitment of additional Pooled Fund Team members in June 2019 to increase the speed and oversight of interim report reviews and payments, and to better serve the increased number of projects.

8.2 Factors determining performance



Scaling Up
Nutrition

UNOPS

**Perspective from
Senegal, Eau Vive
Environnement and the
Senegalese Civil Society Alliance**

“[The SUN Movement Pooled Fund] has improved multi-sectoral coordination and mobilization of other funds, particularly for the creation of a business network. The Senegalese civil society has mobilized and pooled resources with Canada, UNICEF and the government to strengthen the local authority engagement and improve subnational governance for nutrition, incorporating gender.”

8.2.1 Organizational capacity

Grant-making programmes, especially in the context in which the SUN Movement operates and with the mission to “leave no one behind”, must often strike a balance between capacity building and organizational risks. The international non-governmental civil society partners in the SUN Movement – such as Action Against Hunger, Helen Keller International, Concern International, Save the Children and Nutrition International – are vital partners in this endeavour. Their in-country offices and organizational expertise have empowered them to lead as chairing organizations for national Civil Society Alliances in many SUN countries. This is why many international non-governmental organizations (INGOs) serve as the prime recipient of Pooled Fund grants on behalf of their national non-profit partners. Nevertheless, the aim of the SUN Movement is to create an enabling environment for a country-led, locally-sustained nutrition leadership. As such, the Pooled Fund has granted grants to non-governmental organizations (NGOs) that chair the National Civil Society Alliance that may have weaker institutional capacity than their INGO counterparts. The Pooled Fund programme made a deliberate decision to reach out to more NGOs when advertising the funding opportunity. For example, the Grant Evaluation Team received an increased proportion of NGOs to INGOs (42 percent NGOs) in the Window 1 Cycle 2 Call for Proposals. Nevertheless, the Call for Proposals was a competitive process, where applications were scored against strict eligibility and evaluation criteria. In Window 1 Cycle 2, the chairing organization of the Civil Society Alliance was the only eligible entity to apply. Therefore, the type of recipient was beyond the control of the Grants Evaluation Team. As a result, the Grant Evaluation Committee selected 19 projects, 11 of which were INGOs, in Window 1 Cycle 2. In Window 2 Cycle 1, the Grant Evaluation Committee selected 12 projects for funding, three of which were INGOs.

A challenge for the Pooled Fund Team was that the NGO grant recipients tended to face both low-absorption rates, poor documentation and/or errors in financial reporting. These often resulted in delays in payment approval, which further delayed activity implementation. UNOPS mitigated these risks by running

M&E and grant management webinars for all recipients at the start of their project, providing one-on-one monitoring support and offering optional reporting webinars.

8.2.2 Engagement by government

Civil society organizations are key contributors to the SUN Movement. NGOs, whether they are national or international, have a unique ability to represent underserved communities, support national efforts in the far corners of the state and bring together various health and sanitation sectors that collectively scale up nutrition. The health and sustainability of the non-profit sector in any country directly correlates to the government's willingness to work together and provide space for different stakeholders to participate in and influence key national or sub-national processes. The willingness and collaboration with the government varies as the government's priorities and composition change. At times, the changes become opportunities for stronger collaboration. However in certain cases, change in the political composition leads to slow down of activities or even non-profit deregistration.

The Pooled Fund programme encourages network linkages as early as the application stage, where applicants with a Letter of Commitment from their Government Focal Point are scored more favourably in the process. The effectiveness of the SUN Civil Society Alliances is thereby related to the government's sustained engagement and transparency with its partners. The collaborative multi-stakeholder approach has been helpful in strengthening the collective voice of nutrition stakeholders and government. The collective voice has had a higher ability to influence policy and public opinion than individual organizations. Certain Pooled Fund grant recipients had challenges initiating or sustaining government engagement, particularly where their SUN Government Focal Point was absent or acting in an interim or provisional manner.

The Window 1 Cycle 2 Call for Proposals emphasized the role of CSA leadership. The majority of civil society grant recipients in 2019 in Window 1 Cycle 2 and Window 2 Cycle 1 were chairing organizations of a Civil Society Alliance. In the case of Papua New Guinea and Namibia, the Civil Society Alliance was in its fledgling stages. In Namibia, the political response was slow due to competing national priorities. For Papua New Guinea, the government was still in the process of developing its vision to scale up nutrition. Therefore, the position of the SUN Government Focal Point and the nutrition sector more broadly, were largely underfunded in 2019. At times, this slowed access and advocacy by civil society towards the government. In other countries, Civil Society Alliances reported feeling they were given unclear expectations by their government or felt that their government had stalled in taking draft plans forward to the appropriate legislative body for final approval. Collaboration across sectors is not always easy, but the Pooled Fund supports a catalytic role in ensuring that collaboration remains a high priority in all the grant cycles – collaboration is precisely what is needed for lasting change. No matter the conditions at present, the SUN Movement is consistent in prioritizing engagement with Government Focal Points and Nutrition Champions from both the public, private and non-profit sectors to transform evidence into policies. Looking ahead, the SUN Movement will also explore opportunities to increase the role that other networks, such as the UN Network or the SUN Business Network, could play in cross-network synergies of Pooled Fund projects.

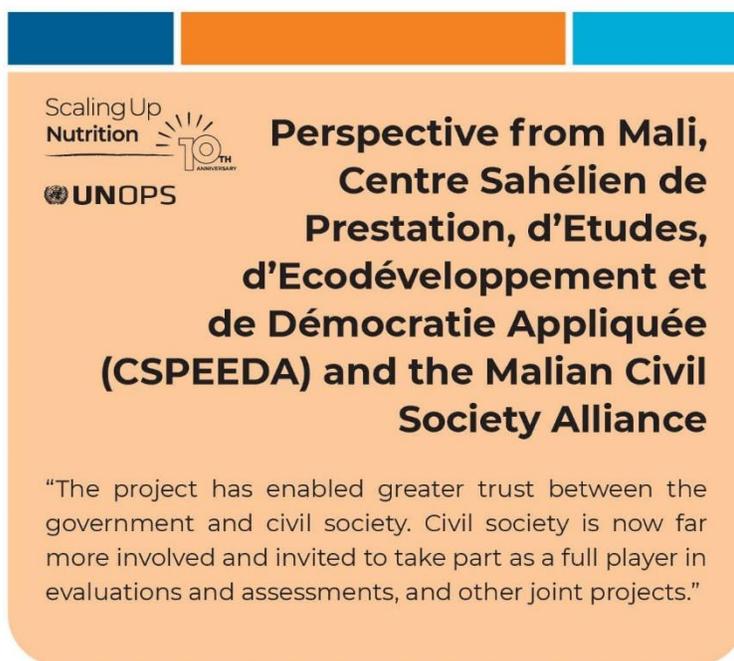
8.2.3 Election-related restrictions and political instability

Political access to key stakeholders and physical access⁶ to gather and visit provincial sites is vital for Pooled Fund grant recipients to carry out their projects. Restrictions of various types posed a challenge to certain projects in 2019. In some circumstances, a change in national focus from nutrition planning to election gains may have reduced the short-term impact of the grant recipient's advocacy efforts.

Election periods in all Pooled Fund projects are both an opportunity and challenge for grant recipients. In the period leading up to elections, many grant recipients contributed to political platforms on nutrition and food security as was the case in Ethiopia. However, elections also generate a level of insecurity in certain country contexts. For example, elections in Bangladesh inhibited the grant recipient's opportunity for organizing public mobilization events to disseminate information on the national nutrition plan. Governments generally distrust public organizing during tense election periods. Nigeria's Civil Society Alliance, with all its experience and maturity within the SUN Movement, also had difficulty accessing government officials at the sub-national and national level, partly due to elections and local insurgencies. When new waves of government officials enter the ministries, it can take months for the Pooled Fund project teams to be re-introduced to the new faces in their government partners and to regain access to political appointees. In the case of Nepal, bureaucratic restructuring between levels of government has severely inhibited planning efforts at the national and sub-national level to the degree that the project team is focusing mainly on interventions at the sub-national level. Generally speaking, it is most advantageous for Pooled Fund projects when the government or political party in power remains the same throughout the duration of their project.

Key to multi-sectoral and multi-stakeholder strategy development is a relatively stable environment in which partners can collaborate. Certain Pooled Fund grant recipients faced a higher degree of instability than others which affected their ability to access terrain or to garner the attention of key partners.

Two clear examples of external instability include the cyclone that hit Mozambique and the attacks in Sri Lanka in March and April 2019, respectively. In Sri Lanka, a combination of political instability in late 2018 and violent extremism in April 2019 made it difficult for the project team to approach parliamentarians and provincial councilors as nutrition change agents. Cyclone Idai caused a major humanitarian crisis in Mozambique and in parts of Malawi and Zimbabwe. The project team has a mitigation strategy in place to reduce activities around the election period should violence erupt or if the currency fluctuates drastically. It



Scaling Up
Nutrition

UNOPS

**Perspective from Mali,
Centre Sahélien de
Prestation, d'Etudes,
d'Ecodéveloppement et
de Démocratie Appliquée
(CSPEEDA) and the Malian Civil
Society Alliance**

"The project has enabled greater trust between the government and civil society. Civil society is now far more involved and invited to take part as a full player in evaluations and assessments, and other joint projects."

⁶ Examples of physical access limitations: redeployment of focal points in the government after election that requires advocacy for re-engagement; limited accessibility to certain areas due to security reasons and/or during election period; limitation of activities that require public gathering during pre-election period, etc.

is also addressing limited civil society participation for organizations involved in emergency response. No matter the adversary, nutrition actors adapt and persevere to maintain an enabling environment for good nutrition to grow.

Despite the challenges posed by political instability, it is in times like these that families are most vulnerable to malnutrition and most in need of collective support. It is also expected that countries which have regular instabilities and insecurities are likely to have a weak Civil Society Alliance, limited organizational capacity or have hampered field missions. The Pooled Fund now has the experience to support these countries within their context to make progress towards reduced malnutrition for the most vulnerable and reach those left the furthest behind. The approach of working at national and sub-national level and with civil society and other community-based organizations provides a window that supports the country's nutrition agenda, no matter the difficulties.

8.2.4 Reaching the furthest left behind

The SUN Movement seeks to improve nutrition for all, with a particular focus on the most vulnerable communities. In conflict-affected states, nutrition stakeholders face difficulties in gathering, collaborating effectively, securing funding or garnering local trust with international organizations. This is further compounded by cultural factors which embed practices and behaviours that may undermine nutrition or reduce access to vulnerable populations. For such countries or regions, it is likely that results would be difficult to achieve and accountability may be fluid. Capacities and participation may also be limited yet their needs and vulnerabilities may be greatest. The Pooled Fund Team is identifying lessons learned and best practices on how to support fragile states by observing the results of its current fragile state beneficiaries. The process of lesson learning has started and is expected to evolve as implementation and monitoring progresses.

The Pooled Fund programme was initially designed to be a competitive process to support leading organizations in Civil Society Alliances in rolling out their countries national nutrition plans. The Grant Evaluation Committee identified high-risk recipients, however, there was no scoring criteria to prioritize fragile states or other high-risk countries in the grant selection process. It was particularly difficult for the Grant Evaluation Committee to turn away applications from countries in need, but there were simply not enough resources or risk mitigation resources to award every applicant. In particular, the Pooled Fund Team has concluded that country's seeking to establish a new Civil Society Alliance require additional hands-on support from the Civil Society Network, a Results Framework that sets functionality and sustainability in process indicators, and a clear transition and endorsement plan with the country's Government Focal Point via the SUN Movement Secretariat's Country Liaison Team. In addition, the Pooled Fund Team has noted that if the aim is to prioritize Fragile States and other high-risk SUN Member States, then Call for Proposals and oversight guidelines should be developed specifically for their needs. High-risk grant applicants should be identified independently from other SUN Member States, while relaxing the criteria for the entity-type as an award recipient. For example, an INGO or UN agency may be more effective as an in-country prime recipient than an NGO in states such as the Democratic Republic of Congo or Yemen. UNOPS would also need to conduct a different level of due diligence and reassess the level of financial oversight of the project. Finally high-risk states would likely need additional implementation time and a Results Framework with indicators more closely aligned with the capabilities of the Civil Society Alliance in-country. In conclusion, the Pooled Fund cannot remain a one-size-fits-all design if the aim is to address the contextualized needs of grant recipients.

8.2.5 Achieving lasting impact through short-term catalytic projects: A paradox?

It is possible to achieve lasting impact through short-term catalytic projects. However, with certain realities on the ground – such as shifting political priorities, changes in capacities, disasters, conflict, inadequate funding, disease outbreaks, and cultural and behavioural practices – it is likely that more time and support would be required to ensure that the changes achieved are sustained.

Cross-network collaboration has proven to multiply benefits and strongly contribute to the consolidation of project gains over time. This collaboration can take different shapes, either at national level – through “Technical and Financial partnerships” with the UN, through bilateral partnerships between donors and the CSA, or through jointly organized advocacy activities (National Nutrition Day, etc.) – or at sub-national level in the context of concrete partnerships delivering services and interventions.

The Pooled Fund addressed the realities of a short-term process by limiting the activity scope and implementation timeline of Pooled Fund beneficiaries. This has been a value add, ensuring a more collaborative approach to garnering high-level and broad engagement of nutrition stakeholders. During a short period, significant progress has been made based on the expectations during the design. The presence and functioning of newly-formed Civil Society Alliances is in itself a great achievement. However, further support may be required to ensure that all Alliances continue to be credible and essential in their governments’ national or sub-national agendas. Alliances will need capable staff who are able to contribute constructively and deliver tangible results. The Pooled Fund Team and the SUN Movement face the challenge of developing tested approaches on a short timeframe. It is essential that the vision of the Pooled Fund remain flexible, customizable and action-oriented while negotiating exit strategies with global networks to sustain project activities.

9. Looking ahead: Contributions to the vision of Phase 3 of the SUN Movement and of its Pooled Fund

Through small catalytic, innovative and last-resort grants, the Phase 2 of the SUN Movement Pooled Fund is effectively strengthening country ecosystems that are essential to scale up effective nutrition actions and drive systemic, long-lasting change embedded in national processes. Available data on progress in countries demonstrates the extent to which the Pooled Fund grants already yield systemic, lasting results across a spectrum of key nutrition areas, from inclusive policy planning and implementation at national and sub-national levels, to advocacy and resource mobilization. Thanks to the Pooled Fund grants, empowered national networks are consolidating internal governance, building capacities, and improving peer-to-peer learning.

Though more data is expected in the coming year with the receipt of the first interim reports for Window 2 Cycle 1 and Window 1 Cycle 3 (SUN Business Network), which cover a broader scope of Pooled Fund activities beyond the support to national Civil Society Alliances, it is already clear that the **Pooled Fund instrument is playing an essential role supporting countries implement the SUN Movement Strategy and Roadmap 2016–2020**. Its growth from USD 3 to USD 18.5 million between 2017 and 2020 is a clear testimony of its success.

Phase 1 Multi-Partner Trust Fund and Phase 2 Pooled Fund experiences have taught us that, in the context of SUN countries, **maximized impact on nutrition calls for project grants tailored to country realities**. Furthermore, for projects to be **catalytic**, organizational and individual capacities must be built, changes in the political and institutional landscapes managed and joint ownership must be sustained over time. The Pooled Fund projects have contributed to achieving these, but their overall success in the long run will depend on broader partnerships and collaborations. Networks play an essential facilitation role and must be further equipped to respond to and take-over support once the project ends. This must be a clear focus for wrap-up activities in 2020 to 2021.

The [SUN Movement Strategic Review](#), conducted in 2019, was mandated to assess and provide strategic recommendations on the “Direction and use of the SUN Movement Pooled Fund including matching catalytic funding to country needs, noting each country’s specificity, and looking at accountability and assessment of the funded projects”. The [resulting final report](#) released several recommendations pertaining to Phase 3 of the Pooled Fund, suggesting the Pooled Fund to: shift support to underfunded national nutrition plan interventions rather than networks or structures; consider co-funding financing models for networks; focus more on Knowledge Management and the dissemination of the data generated through projects and other SUN Movement partners and activities; and to review its funding of national SUN Business Networks.

Looking forward, while the strategy for Phase 3 is still at an early conception process and will necessarily guide discussions on a possible future Pooled Fund instrument in Phase 3, countries’ needs for specific, catalytic and innovative support to deliver on their Phase 3 strategy and priorities is expected to remain.

What role would the Pooled Fund be expected to play in Phase 3? Considering that countries have progressed at a highly uneven pace during the last phase – with some countries pioneering advanced stages of the SUN Movement Theory of Change and other countries struggling to move across the first stages – *driving momentum for nutrition while leaving no one behind* will require addressing **an increased diversity in country situations and needs and will likely be** further complicated by the

impact of **recurring crises projected** over the next phase of the Movement (epidemics, economic crises, climate-related disasters, persisting or increasing conflicts) which risk jeopardizing hard-won nutrition gains.

A Pooled Fund instrument in Phase 3 would have to consider different funding windows for different ranges of support needs. While some countries are successfully pioneering sub-national multi-sectoral and multi-stakeholder implementation of national nutrition plans and mobilizing local resources for nutrition, other countries are focusing efforts on costing plans and mobilizing resources as a prerequisite for its implementation. In other countries, the translation of inclusive nutrition governance structures into implementation and results is slowed or hampered by weak Government Focal Point coordination or capacities, while other countries are yet to build an enabling environment (institutions, networks and legislation) which in due time will be conducive to more impactful nutrition interventions.

Such a tailored approach will require **increased country network participation and inputs** to identify and target specific bottlenecks, support needs and develop opportunities. It will also require stronger ownership of project results by all country networks, whether or not they are direct grant recipients, transcending the traditional vertical project management logic (grantee-UNOPS). Supporting the development of **regional coordination spaces** could be catalytic to empower national networks.

Knowledge management and **technical assistance** will have to be leveraged with greater effectiveness and bring data and findings generated, as well as existing institutional memory, into a single, coherent system accessible by all relevant actors to catalyze more effective delivery of services or actions and provide systemic coherence for new programming. The Pooled Fund may be explored as a potential mechanism to streamline funding and promote mutual accountability, supporting the convergence of networks, SUN Movement Secretariat, SUN partner activities and provision of technical assistance around country realities and needs.



The second half of 2020, and to a large extent 2021, are anticipated to be transitional years with a strong focus on consolidation, reflection and reorientation towards the outcomes of the Strategic Review process and transition to Phase 3 of the SUN Movement. The Pooled Fund Team, together with the SUN Movement Secretariat, will dedicate much of its energy, experience and expertise to organize and manage the process to ensure the Movement's Pooled Fund is used as effectively as possible to extract and disseminate learnings from its Phase 2 activities, support the reflection called for by the Strategic Review and pilot activities to start steering the Movement towards the objectives set forth in the Phase 3 Strategy (2021).

10. Annexes

Annex I: Indicator Summary ⁷

Outcomes	Outputs	Indicators	Disaggregation	W1C1 Baseline 2018	Cumulative Achievement W1C1&2 (minus baseline)		
Outcome 1 (SMART planning): By the end of the grant period, the grantee SUN Countries have SMART, costed, multi-stakeholder, multi-sectoral nutrition plans in place.		National and sub-national nutrition plans clearly show inclusiveness of CSAs inputs regarding gender inequality and women's empowerment	Total	3	144		
			<i>National</i>	3	25		
			<i>Sub-national</i>	0	119		
		Number of parliamentarian champions and key influencers that speak about nutrition in key decision-making processes related to legislation, policy making, planning and budgeting	Total	54	448		
			<i>Men</i>	35	191		
			<i>Women</i>	19	187		
		Number of national and sub-national nutrition plans/policies/laws (draft submitted to the government for approval) that clearly incorporate contributions provided by SUN CSAs	Total	3	187		
			<i>National</i>	3	42		
			<i>Sub-national</i>	0	145		
		Output 1.1: CSOs within the CSA network develop or contribute to participatory, SMART, costed, multi-stakeholder nutrition plans aligned with national and sub-national priorities and opportunities with adequate participation by women, men,		Number of roundtables and consultations organized with local, marginalized CSOs at national and sub-national level	Total	11	209
					<i>National</i>		11
					<i>Sub-national</i>	11	198
Total	212			3507			

⁷ The data in the above table provides cumulative progress of W1C1 and W1C2 until Dec 2019. It does not include other windows or cycles because they did not have much to report or had not started by Dec 2019.

	boys, girls and vulnerable communities.	Number of participants at roundtables and consultations organized with local CSOs at national and sub-national level (men, women)	<i>Men</i>	143	1915
			<i>Women</i>	69	1557
		Number of people reached through CSA organized events/actions to increase women and youth awareness of their rights, knowledge and best practice on food and nutrition (men, women, boys, girls)	Total	3440	388352
			<i>Men</i>	1274	209023
			<i>Women</i>	1105	157878
			<i>Girls</i>	561	10075
		<i>Boys</i>	500	11369	
Outcome 2 (Financial resourcing): By the end of the grant period, international and domestic resources are better mobilized to finance national nutrition plans.	National costed nutrition plans address financing gaps highlighted through the work of CSAs and other stakeholders	Total	5	19	
		<i>National</i>	0	3	
		<i>Sub-national</i>	5	16	
	Amount of funds mobilized by the SUN CSAs through other sources (other than SUN Movement Pooled Fund)	Total	USD 0	USD 692,649	
	SUN CSAs that have developed a sustainability strategy along with a clear resource mobilization component	Total	5	3	
	Number of national or sub-national policy or plan formulation processes that used the budget analysis conducted or contributed to by CSAs either as supplements or as contribution	Total	0	15	
<i>National</i>			12		
<i>Sub-national</i>			3		
Output 2.1: Civil society contribution to and analysis of nutrition specific and sensitive allocations and expenditures	Number of national and/or sub-national financial reports or budget processes undertaken	Total	0	20	
		<i>National</i>		16	

	made available at national and sub-national levels either supplementing or collaborating with any existing budget analysis and review.	with participation by the CSO in CSA networks	<i>Sub-national</i>		4	
Outcome 3 (Effective implementation and accountability): By the end of the grant period, the SUN Country CSA is on track in implementing their nutrition commitments and are making a demonstrable contribution to reducing malnutrition at national and sub-national levels.		Number of national MSP meetings coordinated by SUN Government Focal Point where the SUN CSA participate with quality inputs	Total	26	124	
Output 3.1: CSAs prioritize CSO membership, enabling them to actively contribute to multi-sectoral and multi-stakeholder decision-making and coordination platforms at the national and sub-national levels.	Number of CSO that have identified and reported on commitments aligned to national or sub-national government commitments	Total			189	
		<i>National</i>			101	
		<i>Sub-national</i>			88	
	Number of national and sub-national behaviour change campaigns organized in marginalized communities undertaken with support/participation of local CSOs	Total	0			31
		<i>National</i>	N/A			10
		<i>Sub-national</i>	0			21
	Number of people reached through the behaviour change campaigns organized by CSOs within the CSA network (men, women, boys, girls)	Total	3062			66149
		<i>Women</i>	1017			22136
		<i>Men</i>	1045			27486
		<i>Boys</i>	500			8067
		<i>Girls</i>	500		8199	
Number of partnerships established by SUN CSAs to promote nutrition issues (excluding CSOs within the CSA networks)	Total	6			71	

	<p>Output 3.2: CSAs contribute to and report on national progress in the SUN Annual Progress Report as well as other national reporting mechanisms including Voluntary National Reviews for the Sustainable Development Goals (SDG).</p>	Number of case studies collected from CSOs to inform national reporting mechanisms	Total		44
		Number of national review mechanisms (e.g., SDG national review process) in which SUN CSAs participated and provided quality inputs	Total	2	98
	<p>Output 3.3: With the support of the CSA, sub-national CSOs encourage local authorities to share/report on their nutrition commitments.</p>	Number of CSOs provided inputs about accountability and progress on existing NPAN commitments	Total		50



61 countries are leading a **global movement to end malnutrition** in all its forms.

