

SUN Donor Network Workshop Report

Enhancing the collective efforts of donors to support the scale up of nutrition in SUN countries

6th – 8th June, 2018
Lilongwe, Malawi

Acknowledgements: This SUN Donor Network Workshop was made possible by the generous support of Irish Aid and the Embassy of Ireland/Malawi, the United States Agency for International Development (USAID) through GH Pro, and the United Kingdom's Department for International Development (DFID) through MQSUN+. The contents of and views expressed during the workshop and in this report do not necessarily reflect the views of USAID, the U.S. Government, Irish Aid or the Irish Government, DFID or the UK Government.

Contents

Executive Summary	3
1. Introduction.....	4
2. Accelerating progress in SUN countries	5
2.1. Progress of SUN countries to date – SUN at a critical crossroads	5
2.1.1. Is the SUN setting? Political commitment is waning in some countries	5
2.1.2. Government coordination.....	6
2.1.3. Multi-sectoral approach	6
2.1.4. Multi-stakeholder approach.....	7
2.1.5. Humanitarian and development actors still divided	7
2.1.6. Policies, legislation, plans and common results frameworks	8
2.1.7. Mobilising financing	9
2.1.8. Scaling up at sub-national level	10
2.2. Monitoring progress in SUN countries.....	10
2.3. Summary of key factors enabling or hindering progress (national & global)	11
2.3.1. National level determinants of progress.....	11
2.3.2. The contribution of the global level SUN Movement support system.....	11
2.3.3. The role of donor head offices	12
2.4. Actions to accelerate progress	12
2.4.1. In country actions to accelerate progress	12
2.4.2. Global level actions to accelerate progress.....	14
2.5. SUN up to 2020 and beyond.....	15
3. Enhancing the functioning and effectiveness of national donor networks	15
3.1. Effectiveness of national donor networks in support of national nutrition processes	15
3.2. Internal functioning of national donor networks.....	17
3.2.1. Coordination and harmonisation between donors	17
3.2.2. Internal factors influencing the functioning and effectiveness of national donor networks	17
3.2.3. Feedback on draft SDN guidance materials	19
3.3. Actions to enhance the functioning and effectiveness of the SDN	20
3.3.1. Action points for country level donors.....	20
3.3.2. Action points for global level donors	20

Boxes

Box 1 Workshop overview	4
Box 2 Location of government focal points in countries of workshop participants	6
Box 3 Examples of policies, plans and results frameworks.....	8
Box 4 Key in-country determinants of progress	11
Box 5 Examples of support needs of national donor networks	18

Executive Summary

This report presents the outcomes of the Scaling up Nutrition (SUN) Donor Network (SDN) workshop held in Lilongwe, Malawi from 6th-8th June 2018. In the context of the 2018 Mid Term Review of the SUN Movement, it is hoped that the outcomes can help inform: Movement wide efforts to accelerate progress on nutrition up to 2020; decisions on the future of the SUN Movement after 2020; as well as donor actions to improve their own effectiveness in support of national nutrition processes and outcomes.

Accelerating progress in SUN Countries

Workshop participants consider that SUN membership has catalysed and guided the development of multi-sectoral and multi-stakeholder platforms and the development of national, and in some cases sub-national, policies and plans. However, in most countries these developments are not translating adequately into scaled up financing, action and impact. There was a strong sense amongst participants that there is a risk of progress slowing down or even reversing in some countries as a consequence of declining high-level political awareness and leadership on nutrition. The opinion that the SUN Movement is at a critical crossroads resounded throughout the workshop and there were loud calls for revitalisation. Views on what needs to be done to accelerate progress within SUN countries and by SUN supporters at global level included:

In country actions to accelerate progress:

- Increase and sustain high-level political leadership
- Strengthen and sustain government coordination capacity
- Increase focus on scaling up implementation and achieving impact on nutrition
- Strengthen government and partner implementation capacity, especially at sub-national level
- Increase focus on action by sectors
- Do not brand in-country structures and processes as SUN
- Enhance participation, alignment and action by all stakeholders
- Increase efforts to develop and use sectoral plans and multi-sectoral results frameworks
- Increase focus on resource mobilisation strategies
- Ensure MEAL focuses on learning and improvement

Global level actions to accelerate progress

- Back to basics - communicate what it means to be a Movement
- Communicate principles and guidance for accelerated action in SUN countries
- Clarify and communicate the added value of SUN
- Make evidence and advocacy materials easily accessible
- Sustain global level advocacy
- Improve global – national linkages and communications

Enhancing the functioning and effectiveness of national donor networks

During the workshop examples were presented highlighting where national donor networks are resulting in improved coordination and harmonisation between donor agencies and, thereby, contributing to progress in relation to SUN Movement objectives. However, workshop participants recognised that much more needs to be done to enhance coordination and donor contributions to national nutrition processes and outcomes. Concrete action points emerged for both national and global level members of the SDN. They include actions by global level SDN members to improve support to national donor networks, as well as actions by country level donors to inform global level processes.

1. Introduction

This report presents the outcomes of the Scaling up Nutrition (SUN) Donor Network (SDN) workshop held in Lilongwe, Malawi from 6th-8th June 2018. The workshop followed on from the following key SDN activities and events¹:

- A review of national donor coordination mechanisms for nutrition in SUN countries commissioned by the SDN in 2017
- SDN meetings held in Abidjan, Côte d'Ivoire during the SUN Global Gathering in November 2017
- A review of donor perceptions on how best to accelerate progress on nutrition in SUN countries: "Best of SUN" (December 2017)
- The SUN Donor Network retreat in London (January 2018).

During all of these activities members of the SDN shared views on the progress of SUN countries in scaling up nutrition and ways in which donors can improve their own functioning and effectiveness so as to help accelerate progress. They also expressed a strong need for further opportunities to learn from each other, share good practices and discuss how challenges can be overcome.

The overall aim of the workshop was: *to agree on practical ways in which the SUN Donor Network (global, regional and national members) can work together more effectively to support the scaling up of nutrition.*

Box 1 Workshop overview

Objectives	Expected outputs	Agenda	Key documents
1. To identify practices to enhance donor effectiveness in national nutrition processes and outcomes	<ul style="list-style-type: none"> • Effective donor practices in support of national nutrition processes • Opinions on the performance of the SUN Movement -> SUN Mid Term Review 	Sessions 1.2 -> 2.2	SUN Strategy Progress markers Best of SUN SUN MTR ToR
2. To share actionable approaches for effective internal functioning of national donor networks	<ul style="list-style-type: none"> • Principles for effective donor coordination • Guidance for ToRs and work plans • Identify support needs • Donor Convenor Induction Pack • Approaches to promote high level donor engagement 	Sessions 2.3 -> 2.4	ToR guidance
3. To strengthen global-national linkages within the SDN and with wider global nutrition stakeholders	<ul style="list-style-type: none"> • Ways of providing support to national level donors identified • SDN Community of Practice & Engagement Plan • Ways of improving the global architecture 	Sessions 2.5 -> 3.1	SDN strategy 2018
4. To explore how national donor networks can monitor progress and effectiveness & feed into SUN MEAL processes	<ul style="list-style-type: none"> • Awareness of SUN MEAL system & processes • Perspectives on SUN MEAL processes • SDN Theory of Change & Functionality Index 	Sessions 3.2 -> 3.3	SUN MEAL docs Draft Theory of Change & Functionality Index

¹ See background documents in Annex 2

The objectives and expected outputs of the workshop are presented in Box 1. The agenda, background documents and list of participants are presented in Annexes 1, 2 and 3 respectively.

This report presents the forward-looking outcomes of the workshop under the following themes:

- Strategic priorities and approaches for accelerating progress on nutrition in SUN countries up to 2020 and beyond
- Ways of improving donor functioning and effectiveness in support of national nutrition processes and outcomes.

In the context of the 2018 Mid Term Review of the SUN Movement, it is hoped that the outcomes of the workshop, can help inform: Movement wide efforts to accelerate progress in relation to its vision, goals and strategic objectives as laid out in its Strategy and Roadmap 2016-2020²; decisions on the future of the SUN Movement after 2020; as well as donor actions to improve their own effectiveness in support of national nutrition processes and outcomes.

2. Accelerating progress in SUN countries

Prior to discussing ways in which donors can work together more effectively, workshop participants shared information and opinions on the progress being made in SUN countries in relation to the Movement's strategic objectives, key enabling and hindering factors and ways of accelerating progress. This section summarises the main conclusions of these discussions.

2.1. Progress of SUN countries to date – SUN at a critical crossroads

The views expressed by workshop participants were consistent with the findings of the Best of SUN Review undertaken by the SDN at the end of 2017³. Whilst we are seeing improvements in nutritional status in some SUN countries, e.g. Malawi, it is not always clear to what extent this is due to these countries being members of the Movement, the SUN approach and support system.

Participants believe that in many countries, SUN membership has catalysed and guided the development of multi-sectoral and multi-stakeholder platforms and the review and development of national, and in some cases sub-national, policies, plans and common results frameworks. However, in most cases these developments are not translating adequately into scaled up financing, action and impact. It is also clear that progress is highly variable between countries.

There was a strong sense amongst participants that there is a risk of progress slowing down or even reversing in some countries as a consequence of declining high-level political awareness and leadership on nutrition. The opinion that the SUN Movement is at a critical crossroads resounded throughout the workshop and there were loud calls for revitalisation.

2.1.1. Is the SUN setting? Political commitment is waning in some countries

Some participants expressed concerns that there is a loss of political momentum and commitment on nutrition within sectors and at the highest levels of government and yet, political leadership is a pre-requisite for nearly everything

"We need to bring the discussion up from the technical to the political level"
"Nutrition is everybody's business but nobody's responsibility"

² http://docs.scalingupnutrition.org/wp-content/uploads/2016/09/SR_20160901_ENG_web_pages.pdf

³ "Best of SUN" A review of donor perceptions on how best to accelerate progress on nutrition in SUN countries (Available from SDN Coordinator)

else. Examples were provided of senior politicians and their advisors being unaware of the importance of nutrition as a ‘maker and a marker of sustainable development’ and being concerned that an increased focus on nutrition will dilute other priorities. Reduced political awareness and leadership is considered to be due in part to political turnover and weak institutional memory. Whereas political leaders may have been effectively influenced by the awareness raising and advocacy efforts of SUN members in the earlier days of the Movement the same level of high-level political dialogue is not necessarily being sustained to ensure that new leaders are ‘brought on board’.

2.1.2. Government coordination

Political leadership influences where responsibility for technical coordination sits within government. Workshop participants believe that it is critical for government nutrition focal points to have the authority to convene across sectors and therefore they need to be based in crosscutting government departments such as the Office of the Vice President or Prime Minister.

Box 2 Location of government focal points in countries of workshop participants

Bangladesh	Ministry of Health and Family Welfare
DRC	Office of the Prime Minister
Ghana	National Development Planning Commission (NDPC)
Malawi	Ministry of Health
Mali	Ministry of Health
Mozambique	Currently SETSAN in Min. of Agriculture A and from late 2018 CONSAN in Office of Prime Minister
Rwanda	Ministry of Gender and Family Promotion
Senegal	Office of the Prime Minister
Sierra Leone	Office of the Vice President
Sudan	Ministry of Health
Tanzania	Office of the Prime Minister
Uganda	Office of the Prime Minister
Zambia	Ministry of Health
Zimbabwe	Office of President

The location of government focal points varies between the countries of workshop participants – see Box 2. In Malawi the focal point was located in the Ministry of Health (MoH) when the country joined SUN, transferred to the Office of the Prime Minister soon after and then was later returned to MoH. In November 2017, the Government of Mozambique agreed to establish a new coordination unit (CONSAN) to be located in the Office of the Prime Minister – it is expected to be operational from late 2018.

The capacity of government coordination units is often inadequate. Technical support is being provided in many countries (e.g. by USAID/FANTA in Uganda). However, capacity is often seen as inadequate to satisfactorily engage with multiple sectors, stakeholders and with local governments. Turnover of government staff is also seen to be a problem at a technical level especially in the absence of inductions and on-going technical assistance.

2.1.3. Multi-sectoral approach

The SUN Movement has been successful in raising awareness of the need for a multi-sectoral approach. For example, participation by a multi-stakeholder delegation from Sudan in the 2017 SUN Global Gathering was described as leading to a “paradigm shift” and the creation of an inter-

ministerial committee and multi-stakeholder platform. However, there is still fragmentation and competition between sectors, especially at sub-national level and understanding of the need for a multi-sectoral approach remains low in many countries. The participation of Ministries of Finance and Planning is often limited. In Mozambique, there are still two multi-sectoral nutrition strategies by the Ministries of Agriculture and Health, although efforts are underway to develop one joint multi-sectoral strategy to be overseen by the newly established CONSAN in the Prime Minister's Office.

2.1.4. Multi-stakeholder approach

Workshop participants consider that the SUN Movement has been successful in promoting the engagement of stakeholders in government led processes. However, as in other respects, progress varies between countries and between the different stakeholder groups. Multi stakeholder platforms (MSPs) are seen as vital spaces for the development of policies, plans and common results frameworks, strategizing on resource mobilization and mutual accountability - yet frequently do not have the seniority of participation required to ensure strategic direction and oversight.

Opinions were expressed regarding the contributions of different stakeholder groups within national nutrition processes. There are examples of where UN agencies are providing effective technical support to governments and other stakeholders but in general are still viewed as working in siloes. Participants described Civil Society Alliances as doing good advocacy work whereas business and academic networks are still at nascent stages. The role of parliamentarians is increasingly being recognised as a critical for promoting political leadership and accountability as is the importance of ensuring political parties include commitments on nutrition in their election manifestoes. Work with and through the media was also highlighted as key for raising awareness and creating demand for action by citizens.

A major challenge for all networks is to ensure that activities are led and implemented by their members and the work is not overly dependent on convenors, secretariats, etc. with associated costs. Interactions between networks could be stronger, particularly in developing common advocacy strategies in order to enhance and sustain high-level political commitment and leadership.

Many participants expressed a strong view that the SUN Movement has not adhered sufficiently to the original guiding principle of building on and strengthening existing nutrition structures rather than creating parallel ones, whether they be government, multi-stakeholder or stakeholder specific ones. There has been a tendency in some countries to create SUN branded structures and activities in response to global level guidance or demands for information. This is seen as hindering country ownership and coherence and creating perceptions of SUN as a global programme rather than a Movement.

2.1.5. Humanitarian and development actors still divided

During the workshop it was highlighted that coordination between humanitarian and development actors remains a challenge in most countries affected by recurrent or protracted crises, especially in fragile and conflict affected states where government leadership is weak or absent. However, this issue was not discussed in depth. The prioritisation of fragile and conflict affected states by the SUN Movement Coordinator and her visits to Chad and Burkina Faso during 2018 were welcomed.

2.1.6. Policies, legislation, plans and common results frameworks

SUN countries represented in the workshop have, to varying degrees, made significant strides in developing multi-sectoral nutrition policies, plans and results frameworks as illustrated in Box 3.

Box 3 Examples of policies, plans and results frameworks

Ghana: A four-year “National Nutrition Policy 2013-2017” was developed. The Policy was to be accompanied by a multi-sectoral National Nutrition Strategy and costed nutrition plans for submission to the Cabinet for approval. However, the strategy and costed plans were not developed. In 2014 a Food and Nutrition Security Strategy was developed as component of the Long-Term National Development Plan (2017-2057). In 2017, a Food and Nutrition Security component was included in the “The Coordinated Programme of Economic and Social Development Policies (2017-2024)”.

Malawi: A National Multi-Sectoral Nutrition Policy, a Food and Nutrition Bill, a National Code for the Marketing of Breast milk Substitutes and a National Multi-Sector Nutrition Strategy and M&E Framework have been developed.

Mali: In January 2013, the National Nutrition Policy (NNP) was adopted by the Government, highlighting the importance of a multi-sectoral approach to nutrition that involves the government, donors, civil society and the private sector. A multi-sectoral nutrition action plan (MNAP) was developed, budgeted at approximately US\$ 605 million over 5 years, to support the implementation of the NNP.

Mozambique: Developed the second Food Security and Nutrition Strategy (ESAN II) and a Plan of Action for the Reduction of Chronic Malnutrition (PAMRDC). A new joined multi-sectoral strategy is currently under development, that the new to be established inter-ministerial CONSAN is expected to oversee and lead on.

Sudan: It is anticipated that the newly established Inter-ministerial Committee for nutrition will oversee the development of national policies, strategies and multi-sectoral plans that, at a later stage, will become mandatory instruments through the endorsement and approval of both the Higher Council of Food Security and Nutrition (including the Ministers of 13 Key Ministries) and the Prime Minister.

Tanzania: Developed a National Multi-sectoral Nutrition Action Plan (NMNAP) (2016-2021) with a Common Results Resources and Accountability Framework (CRRAF).

Zimbabwe: Developed a National Food and Nutrition Security Policy, a National Nutrition Strategy 2014-2018 (including a M&E framework) and a National Food Fortification Strategy 2014-2018.

Some participants expressed the concern that knowledge of the evidence base for policy options and interventions is not what it used to be in some countries and efforts to share evidence with decision makers have waned.

A common concern is that national plans tend to be lacking in prioritisation, and resources tend to be spread too thinly across numerous intervention areas. Consequently coverage and impact are limited which can lead to disillusionment amongst stakeholders. On the other hand some examples of scaled up and effective actions were highlighted, e.g. fortification of sugar in Malawi, which have helped mobilise and expand the engagement of stakeholders.

The development of Common Results Frameworks is reported to have provided impetus to the mapping of the actions of different stakeholders but they are not yet resulting in greater alignment with agreed priorities. This is seen to be true of government sectors and other stakeholders including donors. There is still a strong tendency for development partners to engage in projects rather than support government programmes.

2.1.7. Mobilising financing

Much of the SUN Movement's work on financing to date has focused on the factors *supporting* better financing (e.g. planning, costing, tracking, coordination). This is important work that will need to continue but participants expressed the view that there is a need for an increased focus on how to more effectively *access* financing for nutrition in SUN countries both in terms of domestic resource allocations and accessing funding from global sources (e.g. GFF, Power of Nutrition, IDA, IFAD, GAFSP).

Participants noted that in many countries there is a lack of a resource mobilization strategy to accompany multi-sectoral nutrition plans and hence there is often not a systematic approach to exploring potential financing opportunities. The setting of national and sectoral targets for allocations for nutrition as a percentage of budgets were highlighted as good practices, as well as targets for the proportion of funding needs met by domestic and external financing (e.g. 40:60 respectively in Tanzania).

In Tanzania, in order to promote the alignment of sectoral plans with the multi-sectoral plan there is now a requirement for all relevant sectors to budget a minimum allocation for nutrition. Budgeting tools have also been developed to ensure that sectors spend on nutrition as required.

Domestic financing commitments can come from nowhere as part of a political statement and this can create challenges for governments in matching committed funds to actual plans (i.e. commitments do not pertain to delivering the plan but rather to advancing a particular agenda to reduce stunting through targeted provision of support)

National pooled donor funding mechanisms are rare. Where they do exist, as in Zambia, there are slow, complex processes to negotiate the funding arrangements. In Zambia, too much effort was put into trying to develop a pooled fund that had wide buy in from the start rather than getting a fund up and running and attracting others by demonstrating success.

Key challenges identified in relation to global financing opportunities included:

- A tendency for country level discussions on global financing to take place separately from 'day to day' on-going conversations about nutrition policies and plans.
- Existing coordination structures for discussing nutrition planning and financing are not being used. Parallel structures are proposed to, in effect, do the same job, resulting in a lack of alignment with existing in-country financing.
- Where consultation with in-country stakeholders has happened there are instances where feedback has not been taken on board.
- A lack of information on financing mechanisms, e.g. many in country stakeholders are unaware that GFF can cover nutrition as well as MCH interventions.
- Duplication of existing service packages and a reticence on the part of government to intervene in decision making due to the large amounts of funding at stake.
- Rhetoric of global financing mechanisms has emphasised country leadership and alignment with national priorities, too frequently investment decisions are heavily influenced from the global level.
- A lack of understanding of different financing instruments by governments, donors and other stakeholders at country level.
- Missed opportunities because those within government directing conversations about GFF, IDA, etc. are still not prioritising nutrition (particularly Ministries of Finance).

2.1.8. Scaling up at sub-national level

In the opinion of participants, too little attention is being given to strengthening coordination, planning and implementation capacities at sub-national levels in most SUN countries and yet these are fundamental for scaling up nutrition. Most technical assistance is focussed at national rather than sub-national level. Knowledge of institutional capacities at sub-national level is often limited due to a lack of country-specific tools to measure capacity, thereby constraining resource allocations to this level. Where there is TA provided it tends to be through projects rather than embedded in local structures. Many sub-national interventions are parallel to, and risk undermining, existing local capacities.

On the other hand, some countries are making progress in planning and budgeting for nutrition at sub-national level, although again, this infrequently translates into scaled up interventions. For example, Malawi has established District Nutrition Coordination Committees and multi-sectoral plans. In Tanzania, the government issued a directive to districts requiring them to allocate a minimum amount for nutrition per child, although there is uncertainty as to whether all the funds are used for the intended purpose. In 2017/18 only 38% of the domestic resources allocated to nutrition was actually disbursed to LGAs and Regions. In Mozambique, a fund has been established to enable provincial and district governments to implement multi-sectoral plans. However, vertical sectoral funding, planning and accountability structures and processes in combination with top-down planning processes do not facilitate integrated multi-sector planning. Donors in Bangladesh have embedded technical assistance at the sub-national as well as at national level. Ghana also provides an example of how donors are supporting implementing partners at sub-national level to provide technical assistance to bridge capacity gaps.

2.2. Monitoring progress in SUN countries

One session of the workshop focussed on SUN MEAL processes at country level, in particular the Joint Annual Assessments (JAAs). Participants shared their experiences in participating in the JAAs and their opinions on the quality of the process and outcomes.

Workshop participants were in agreement that JAAs are most useful as in-country learning and course correction processes and are less useful and reliable for global accountability and comparison purposes. There was a widespread opinion that JAAs were driven from the global level and the process in many countries was tokenistic with questionable validity. However, various examples were presented of JAAs highlighting challenges to be addressed, e.g. in Mali it gave rise to the acknowledged need to do more work to mobilise the engagement of different ministries. Participants identified the following as being important for maximising the quality and usefulness of in-country monitoring processes:

- ❖ There is a strong feedback loop between in-country planning and monitoring processes
- ❖ They are truly multi-stakeholder and transparent with opportunities for all actors to participate, express their views and share evidence
- ❖ Divergent views and evidence are documented
- ❖ Integrated into on-going nutrition processes – not necessarily an annual exercise, e.g. a core task of multi-stakeholder platforms should be to routinely monitor progress and adjust action plans accordingly
- ❖ Questions / templates are shared in advance of any multi-stakeholder meeting to give time for preparation and consultation within networks
- ❖ Sufficient time is provided for discussion between stakeholders to come to agreement on progress, lessons and future actions
- ❖ Storing of data and reports to enable comparisons over time
- ❖ Evidence is presented to justify conclusions and recommendations
- ❖ Explicit statement of methodology, including limitations of data and processes.

2.3. Summary of key factors enabling or hindering progress (national & global)

During the workshop discussions, key national and global level determinants of progress in improving nutrition in SUN countries were identified.

2.3.1. National level determinants of progress

Many of the main in-country factors were highlighted during the discussions on progress in relation to the SUN Movement strategic objectives (see Box 4)

Box 4 Key in-country determinants of progress

- ❖ level of political commitment and leadership (i.e. the extent to which high level politicians ensure multi-sectoral action, coherence and resource mobilisation)
- ❖ awareness of politicians, senior officials, citizens, etc. of the benefits of investing in nutrition and a multi-sectoral, multi-stakeholder approach (and the evidence base)
- ❖ turnover amongst politicians and officials
- ❖ competing sectoral and other political priorities (including humanitarian response)
- ❖ coherence and alignment of sectoral policies and programmes with nutritional objectives
- ❖ the level of engagement and alignment of non-state actors, including civil society, business and other development partners
- ❖ quality of monitoring and accountability mechanisms
- ❖ national and local governance capacities

It was acknowledged that progress on nutrition is intrinsically linked with the quality of wider governance systems and practices from national to local levels. Actors with nutrition related responsibilities, whether in government or other stakeholder groups, are constrained in what they themselves can achieve. It is vital that they not only advocate for increased high-level political commitments and action on nutrition but also engage with those actors who are seeking to promote good governance more widely.

2.3.2. The contribution of the global level SUN Movement support system

Workshop participants exchanged views on the performance of the SUN global support system in providing assistance to SUN countries and in influencing other global and regional level actors and processes that have an influence on nutrition processes and outcomes.

The role of the SUN Movement Coordinator, supported by the SUN Movement Secretariat (SMS), is considered to be critical. The strong focus on generating high-level political awareness, commitment and action, including through country visits, is highly appreciated. It was suggested that there is a need to enhance communications and engagement with in-country networks especially when the Coordinator or members of the SMS are planning and undertaking country visits in order to tap and build on the knowledge and existing activities of in-country actors. The important role of the SMS and global SUN networks in facilitating the sharing of good practices between SUN countries was emphasised. Cross learning between countries is considered to be just as, if not more important, than vertical technical assistance. Concerns were expressed about tendencies of the SMS and networks (and their members) to sometimes promote SUN branded, blueprint and duplicative processes (e.g. establishment of national networks), as opposed to strengthening country specific, owned and led approaches. The SUN Movement Lead Group is seen to be a potentially powerful mechanism for

championing political commitment on nutrition. However, it was felt that some Lead Group members could be doing more to advocate on nutrition during the course of their day-to-day activities.

2.3.3. The role of donor head offices

The role of head offices of in-country development partners was identified as a key determinant of national level commitment and alignment on nutrition, even for organisations whose decision-making is heavily decentralised. On-going awareness raising of senior officials and internal advocacy are critically important. It was acknowledged that political pressures for visibility and demonstrating agency specific impacts often constrain pooled and aligned approaches with governments and other partners. This is true for individual agencies as well as for multi-lateral financing mechanisms, as discussed during the workshop session on improving financing for nutrition.

Some participants reported that the SUN Movement is becoming an increasingly “hard sell” within their agencies. It was suggested that it is necessary to highlight to senior officials and others the evidence that justifies investment in national and sub-national coordination, planning and implementation capacities for nutrition, irrespective of whether they are labelled as SUN or not. The key challenge is to make the case for in-country investment in nutrition, not SUN *per se*. However, it was also acknowledged that at the global level the SUN support system does provide added value in terms of promoting more coordinated and coherent support to SUN countries in a way that other global initiatives are not doing. Even if there is room for SUN global structures to improve their performance and for their members to take on more responsibility for resourcing and implementation, there is still a need to sustain support, particularly to the SMS and the SUN Civil Society Network.

2.4. Actions to accelerate progress

Having discussed progress being made in SUN countries in relation to SUN strategic objectives as well as identifying enabling and hindering factors, participants also exchanged perspectives on what needs to be done to accelerate progress within SUN countries and by SUN supporters at global level.

2.4.1. In country actions to accelerate progress

Increase and sustain high-level political leadership: Promoting high-level political commitment and leadership, both at national and sub-national levels, resounded as the most important action for accelerating coherent multi-sectoral and multi-stakeholder action on nutrition. Advocacy, presenting evidence and clear, simple messages, should remain a critical activity in SUN countries, even those that have made significant progress. A clear case relating to the economic benefits of investing in nutrition is important to get Ministers of Finance on board. Successes can easily be lost through political cycles. Nutrition must be made a political and wider development issue, linked to issues such as climate change, gender and migration. Effective advocacy requires collaboration between in-country stakeholders to develop joint political economy analysis and influencing strategies. It also requires high-level engagement amongst stakeholders (Ambassadors, Heads of Mission, etc.) to ensure that nutrition is integrated as a priority within wider development plans and assistance. The mobilisation of political parties (e.g. commitments on nutrition in election manifestos) and parliamentarians is essential for generating commitment and accountability.

Strengthen and sustain government coordination capacity: An objective of advocacy should be to ensure that government focal points and coordination units for nutrition are well placed to convene high-level representatives from different sectors and stakeholders. Nutrition focal points and their teams often require on-going technical support to understand their roles and perform them effectively. Technical assistance is required at sub-national as well as national levels.

Increase focus on scaling up implementation and achieving impact on nutrition: Whilst nutrition actors must enhance and sustain their advocacy efforts it is also vital that they increase efforts to scale up interventions that deliver impact on nutritional status, in order for SUN countries to demonstrate progress in this regard over the next few years. Whilst evidence can be important for mobilising actors and actions it must not become the enemy of the good. There is a need to adopt more of a ‘learning by doing’ approach, supported by action research e.g. agreeing ways in which existing policies and programmes can be made more nutrition sensitive and then monitoring the results.

Strengthen government and partner implementation capacity, especially at sub-national level: A fundamental constraint to scaling up nutrition in many SUN countries is the weak implementation capacity both quantitatively and qualitatively. Some expressed the view that building implementation capacity needs to receive higher prominence in the SUN Movement Strategy, Roadmap and monitoring systems. Inductions, guidance materials and support targeted at government focal points needs to be enhanced.

Increase focus on action by sectors: Whilst multi-sectoral processes are recognised as important, there is a strong view that there is a need to focus more on individual sectors: raising understanding of how nutrition is relevant for them and their objectives; creating incentives for actions that promote nutrition; considering minimum allocations for nutrition in sectoral plans; and monitoring coherence of sectoral policies and plans with multi-sectoral ones.

Do not brand in-country structures and processes as SUN: Where there are existing coordination mechanisms, planning processes, etc. in which nutrition can be discussed, they should be built upon and strengthened. It is important, however, to ensure that nutrition can be discussed from a multi-sectoral perspective. Where appropriate structures do not exist they can be established but should be country owned and institutionalised. National government focal points, multi-stakeholder platforms, networks, etc. do not need to be branded as SUN.

Enhance participation, alignment and action by all stakeholders: The participation of the full range of stakeholders is critical for increasing commitment, aligned action and accountability on nutrition. National networks can do more to support each other and hold each other to account. More needs to be done, not least by national and local governments, to ensure that sectors and stakeholders align their actions with national priorities, plans and results frameworks. Humanitarian actors should be integrated into government led processes where they exist.

Increase efforts to develop and use sectoral plans and multi-sectoral results frameworks: More can be done by development partners to understand government planning and budgeting processes at national and local levels whilst governments need to take account of partner planning cycles. Actions within plans should be prioritised to assist with resource mobilisation and utilisation. Promoting the right budget lines and indicators within sub-national plans promotes better accountability around disbursement of funds. A well-articulated and results-focused plan with priority actions makes aligning financing from any route work better. Some quick wins should be identified to mobilise actors around and build on successes. Plans should include risk management strategies.

Increase focus on resource mobilisation strategies: All stakeholders need to take responsibility for mobilising and accessing finance according to joint strategies. Financing for nutrition (current and potential) needs to be mapped out over time at country-level (e.g. some form of financing road map). Co-financing plans and targets agreed between governments and development partners are needed. In-country stakeholders need increased awareness of regional and global financing opportunities (including their funding cycles) and to advocate for nutrition to be integrated into investment cases.

Global financing mechanisms need to do better at coordinating and aligning with existing country processes and actions. Transparent and effective communication between donors, with others (UN, government, etc.) makes processes work better. More transparent, inclusive and meaningful consultations around IDA, GFF and Power of Nutrition are required. If national pooled funding mechanisms are being developed the focus should be on getting them up and running whilst providing flexibility for others to join later. Investments should be traceable.

Ensure MEAL focuses on learning and improvement: In-country MEAL processes should be truly multi-stakeholder and focus on monitoring implementation in relation to planned actions and investments and feeding learning into improved policies, plans and actions. Independent evaluations of progress and results are also required for accountability and comparability purposes. In-country actors should provide feedback on MEAL processes developed at global level.

2.4.2. Global level actions to accelerate progress

Back to basics - communicate what it means to be a Movement: There is a need to raise awareness of what SUN is, what it is not and how it operates, particularly in countries and headquarters of supporters where there has been high turnover of key people. SUN is not a global programme managed from Geneva with resources to be allocated for implementation. SUN is a Movement led by countries who have committed to: scale up investments and actions to reduce malnutrition; use a government led, multi-sectoral, multi-stakeholder approach in which all stakeholders align around common priorities and plans; adhere to common principles of engagement; and share experiences and learn from each other. The SUN global support system facilitates coordinated, coherent and tailored support to SUN countries and advocates for nutrition to be a high priority in global development processes and initiatives.

Communicate principles and guidance for accelerated action in SUN countries: The need to accelerate scaled up action and impact is urgent. SUN countries could benefit from principles to guide accelerated action up to 2020. Such principles could be informed by the in-country actions suggested above, e.g. increasing high level political leadership; ensuring the government focal point has the power to convene sectors and stakeholders; adopt a learning by doing approach; strong focus on building implementation capacities at sub-national level, etc. Enhanced guidance and support for government focal points to help them understand their roles and how to perform them is needed. Simple guidance on how to access global sources of finance needs to be developed. All technical assistance should be tailored to country specific capacities and needs. There should be an increased emphasis on facilitating cross-country learning and cooperation.

Clarify and communicate the added value of SUN: In order that support for the SUN Movement is sustained, its added value must be clearly communicated, e.g. empowers governments to take the lead, encourages national and global level supporters to ensure that their support is coordinated, coherent and aligned and facilitates learning and cooperation between countries, in ways which other global institutions and initiatives are not able to do. Evidence demonstrating that the SUN Movement is providing such added value in reality must be communicated.

Make evidence and advocacy materials easily accessible: There is a substantial amount of high quality evidence and advocacy materials already available which could assist in-country efforts to promote high level leadership. However, awareness of these materials is inadequate. They need to be made easily accessible, including through the SUN website.

Sustain global level advocacy: It is critical to ensure that nutrition remains a priority in the global development agenda. This includes ensuring that global financing mechanisms such as the GFF and IDA

prioritise nutrition. This requires advocacy at global as well as at national levels. It is also important to ensure that global sources of financial and technical assistance better coordinate and align with in-country stakeholders and processes. There is a need to engage with UN as well to promote better ways of working to ensure transparent and well-coordinated action on financing for nutrition given the key role the UN plays both as advisers to governments, implementers and funders. Examples of non-aligned actions should be brought to the attention of head offices and governing bodies. A proliferation of global initiatives should be avoided. Rather the emphasis should be on improved alignment.

Improve global – national linkages and communications: In-country stakeholders require up to date information on who is doing what in SUN global support structures so they know with whom to communicate and what support is available. They also need to know when representatives from global level are making country visits and have time to prepare to maximise the two-way benefits. It is also necessary for headquarters of SUN members to increase the awareness of country level staff, particularly senior officials, of the importance of nutrition and a multi-sectoral approach. Communications between global and national donors need to be improved to help foster two-way understanding on financing opportunities and gaps.

2.5. SUN up to 2020 and beyond

The opinion of workshop participants on whether the SUN Movement should continue after 2020 was consistent with the conclusions of the “Best of SUN” review, i.e. the SUN Movement adds value in promoting country ownership, high level political leadership, alignment of external support with national priorities and the sharing of expertise and learning and will continue to be relevant for the foreseeable future.

However, there is an urgent need for revitalisation and improved ways of working. There is a need to resurrect and communicate the original guiding principles of the SUN Movement to ensure that national governments are truly in the lead and external stakeholders are aligning their actions. The SUN Movement is promoting appropriate structures and processes in SUN countries but they need to be better institutionalised within existing government coordination, planning, service delivery and monitoring systems and not branded with the SUN label.

3. Enhancing the functioning and effectiveness of national donor networks

The analysis of the performance of the SUN Movement to date and ways of accelerating progress provided the context for workshop participants to discuss the contributions which donors have made and ways in which they can increase their functioning and effectiveness. Donors have made significant contributions to progress in relation to SUN Movement objectives at country level, including addressing the key drivers for accelerating progress. However, workshop participants recognised that more needs to be done as individual donor agencies and collectively to enhance their contributions to national nutrition processes and outcomes.

3.1. Effectiveness of national donor networks in support of national nutrition processes

Promoting high-level political leadership: This has been a key priority for many national donor networks. In Mozambique, donors together with other members of the Nutrition Partners Forum on Nutrition lobbied successfully for the government to create an inter-ministerial office in the Office of the Prime Minister. Donors in Zambia were active in supporting the National Nutrition Summit, involving the Vice President, Ambassadors and Heads of Mission that resulted in substantial political

and resource commitments. They are also providing technical assistance to the Zambian Food and Nutrition Council. In Mali, donors played a lead role in organising a high-level inter-ministerial meeting aimed at engaging all ministries in a common nutrition agenda and strengthening the authority of the national nutrition unit. In many countries, donors have been pushing for nutrition to be linked as a priority with other development issues, such as climate change and gender equity.

Promoting high-level donor engagement: Donors recognise that the involvement of high level donor representatives is essential for dialoguing and influencing national governments at a high level. In Uganda, it was recognised that the technical donor working group on nutrition needed to be directly linked to the Head of Mission (HoM) group. The HoM group agreed to the establishment of a multi-sectoral nutrition group and approved the ToR and workplan. The technical group encouraged the Heads of Mission to set up a high-level government meeting chaired by the Office of the Prime Minister. The meeting of the AfDB president with the Tanzanian Minister of Finance was identified as an example of effective donor influencing. Whilst appreciating examples such as these, workshop participants recognised that much more effort needs to be given to mobilise high-level donor engagement on nutrition.

Promoting a multi-stakeholder approach: National governments are best placed to bring different stakeholders together to develop and align actions around common plans. However, donors should and are providing support. For example, in Rwanda USAID supported the establishment of the Civil Society Alliance. In Sierra Leone, donors are supporting a cross-party parliamentary network to ensure political parties included nutrition on political election manifestos. In Mozambique, DFID is supporting the establishment of national SUN business network, and the EU supports the SUN CSO network. However, there are also examples where donors are not aware of the status and progress of other national networks and more could be done to support and bring them together in multi-stakeholder platforms.

Supporting the development of and aligning with national policies, plans and results frameworks: Workshop participants recognised that donors are doing much better at supporting the development of policies and plans than aligning their own investments and actions with them. In Tanzania, donors supported the development of the National Multi-sectoral Nutrition Action Plan (NMNAP) and the Common Results Resources and Accountability Framework (CRRAF) with financial and technical assistance. Donors in Zimbabwe supported the development of the National Nutrition Strategy directly and through partners. In Tanzania, alignment of donors is considered to be strong in no small part due to the robust leadership by the government focal point. As identified during the SDN Review of national donor coordination mechanisms in 2017, where government leadership is weak so is the alignment of donors and other stakeholders. A lot remains to be done at national and global levels to ensure the necessary political, institutional and individual incentives for alignment are in place.

Improving nutrition financing: During the workshop numerous examples were presented of donor support to mobilise and access investments for nutrition. In Tanzania, donors and other partners advocated and provided technical support for including nutrition in planning and budgeting tools and increasing domestic resource allocations for nutrition at national and district levels. In Zambia, DFID, SIDA and Irish Aid supported implementation of the 'First 1,000 Most Critical Days Programme' through the Scaling Up for Nutrition (SUN) Fund. The programme and fund had significant successes and has catalysed the government to come on board. However, there have been major challenges - it was not possible to achieve the desired convergence in targets and scale up adequately. With hindsight it would have been better to start with a fund that could use what money was available but with the ability to expand. Overall, workshop participants acknowledged that more concerted effort is needed to support national governments to develop their realistic resource mobilisation strategies, increase domestic resource allocations and access external sources of support.

Promoting equity, equality and non-discrimination for all, with women and girls at the centre of efforts to scale up nutrition: This is a priority in the SUN Movement's 2016-2020 Roadmap and also a stated priority for many donor agencies. The donor network in Rwanda has identified the following activities: guide decision makers on how best to design and implement plans and programmes that address equity, equality and non-discrimination; advocate against inequities that discriminate against vulnerable groups, including women and girls; with a particular focus in 2018 on supporting the government to collect and access reliable disaggregated data. However, such examples of national donor networks undertaking specific activities towards this goal are few and far between.

3.2. Internal functioning of national donor networks

3.2.1. Coordination and harmonisation between donors

The workshop provided examples of where national donor networks on nutrition are resulting in improved coordination and harmonisation between donor agencies in SUN countries and, thereby, improved effectiveness in supporting nutrition processes and outcomes. The donor network in Rwanda has developed a joint work plan to guide collective actions in support of SUN strategic objectives in the country. The donor networks in Sudan and Tanzania, amongst others, are mapping who is doing what where and helping to identify duplications and gaps in assistance. In Tanzania, submission of data into the DPG Nutrition Projects Database is a pre-condition of membership of the DPG Nutrition Group. Donors in many of the countries represented in the workshop are working together to provide coherent support in the development of national policies and plans. However, many workshop participants reported major challenges in mobilising donor participation from all sectors, e.g. in Mali, Tanzania, Sudan. Donors remain fragmented across sectors in many countries. Many of the donor networks have been recently established (e.g. Sudan) or in a process of revitalisation (e.g. Bangladesh). Further challenges identified are the different donor planning and budgeting cycles and changes in government priorities following national elections.

3.2.2. Internal factors influencing the functioning and effectiveness of national donor networks

The key factors influencing the functioning and effectiveness of donor networks that were emphasised during the workshop are consistent with those identified during the 2017 SDN Review of national mechanisms.

ToRs and work plans: Networks function better when they have clear Terms of Reference and work plans that have been discussed and agreed by members. ToRs need to address issues such as purpose, guiding principles, membership, sectoral scope, on-going activities, operational modalities, roles of members and convenors, etc.

Monitoring of network performance: Whilst most donor networks informally review their progress, few systematically take stock of progress against work plans and assess effectiveness in relation to SUN Strategic Objectives.

Lack of awareness of benefits of a multi-sectoral approach: Fragmentation amongst donors between sectors is largely due to a lack of awareness of sectoral specialists of the importance and benefits of a multi-sectoral approach.

Membership: There are different opinions on whether coordination between donors should take place together with other development partners, i.e. UN agencies and civil society. Some argue that there are conflicts of interest if recipients of funding participate in discussions on funding needs and

allocations. It is also suggested that larger coordination mechanisms end up focussing on information sharing and are too big to have meaningful strategic discussions. Others suggest that conflicts of interest can be managed by holding separate, ad-hoc meetings to discuss sensitive issues.

High turnover: As with other stakeholders, turnover of donor agency staff leads to loss of network memory and hinders progress. Adequate briefings of new staff by government focal points, in-country agency colleagues and head offices are not as common as they need to be.

Role of Donor Convenors: Workshop participants emphasised the importance of having someone to convene and facilitate the work of networks. The role takes a substantial amount of time but it was agreed that it was unrealistic to expect a donor agency to agree to a staff member spending more than 20% of their time on the convening role. Where the workload requires a higher percentage of time then co-convenors should be considered. The amount of time required depends on the stage of development of the network. More time is required during the start up phase and less when the network is more established and members are taking on responsibility for implementing activities.

Support from donor head offices and the global SDN: National level workshop participants appreciate existing support provided by their own head offices and the global SDN and welcomed the workshop as an important step in facilitating cross-country learning amongst donors. However, there were strong requests for enhanced support. Examples of support needs identified by participants are listed in Box 5.

Box 5 Examples of support needs of national donor networks

Roles and responsibilities

Clarification on who is who, roles and responsibilities, and services provided by SMS.

Clarification on roles, responsibilities, expectations, and reporting lines for donor networks, donor conveners, HQ, SMS, and governments.

SUN Movement Secretariat (SMS)

Enhanced transparency and communication from SMS, e.g. notifying donor conveners and networks in advance of new processes, high level visits to countries, etc.

Information management

Enhanced information management (e.g. up to date donor network email lists).

Identification of donor resource & activity mapping platforms / software.

Ongoing identification and sharing of existing resources (technical, evidence, data analysis) with donor networks.

Learning & sharing

Advice and successful examples of effectively incentivizing and activating government focal points.

Advice and successful examples of how to ensure high level engagement in donor group.

Approaches for sharing best practices and learning from each other, with a focus on documenting practices and practical examples (what works, what hasn't worked, tools).

Enhance coordination

Approaches to share and use data across donors in an effective, coordinated way.

Enhanced ability to translate data and evidence into coordinated, country-specific advocacy messaging across sectors.

National donor network participation and engagement supported / encouraged by HQ.

Other

More information on global financing mechanisms and how to navigate these instruments.

Development of country diagnostics.

Development of technical briefs to strengthen linkages between nutrition and critical issues (e.g. gender, climate change).

3.2.3. Feedback on draft SDN guidance materials

During the workshop, participants provided feedback on two draft documents produced by the SDN: (1) Guidance for the Terms of Reference of national donor networks and convenors, and (2) a draft Theory of Change (ToC) and Functionality Index (FI). The feedback on these two documents is presented below. It was agreed that both documents would be revised accordingly following the workshop and distributed widely within the SDN.

Guidance for Terms of Reference of national donor networks and convenors: Workshop participants generally welcomed the draft guidance and consider it is useful for developing context specific ToRs. It has already been used by at least two donor networks to develop ToRs for networks and convenors (Rwanda and Sudan) and also a work plan (in the case of Rwanda). The guidance is seen as most useful in countries where networks are being established but it is also considered to be useful in further strengthening existing networks. The message already in the guidelines to build on existing coordination mechanisms wherever possible should be emphasised further. The guidelines should suggest that donor coordination mechanisms do not need to be branded as SUN and they should be integrated into national coordination systems. It should also be emphasised that these are guidelines and not a rigid 'to do list'. Prescriptive language should be avoided. Concern was expressed that the time allocation for the donor convenor role (30-40%) risks scaring potential convenors away. The guidance should indicate that the time commitment for an individual is up to 20% and where this is insufficient, co-convenors from different agencies should be considered. Participants recognised that some countries do not have a separate donor network but a joint nutrition partner's forum that includes donors, UN agencies, civil society etc. It was proposed that the guidelines provide a clearer steer on the membership of UN agencies and other recipients of funding and, in particular, whether UN agency staff should be convenors of donor networks. Participants agreed to provide written comments and suggestions on the guidance document.

Guidance on developing national donor network work plans and monitoring progress and effectiveness: The draft Theory of Change (ToC) and Functionality Index (FI) were considered by workshop participants to be useful tools to guide donor network work planning and monitoring of progress. It should be emphasised that both the ToC and the FI are guidance and not a blueprint to be rigidly applied in all contexts and their use should not be obligatory. Their primary value is as a means of reflection leading to improvements in donor joint work plans. Participants felt that the ToC encapsulated the key, desirable inputs, ways of working, activities and outputs of donor networks that were identified during the workshop. It helps Donor Convenors to better understand what is expected of networks and themselves. As stated in the guidance, the generic ToC needs to be adapted to the country context, as countries are at different stages in terms of their progress in achieving SUN strategic objectives. Some participants suggested that the ToC could be simplified. Workshop participants consider that the main purpose and value of the Functionality Index is to guide in-country reviews of progress, lesson learning and revisions of work plans, rather than as a global accountability tool. It was proposed that rather than the FI being a separate tool, it could be integrated within a simplified ToC to guide monitoring of progress against the work plans developed by donor networks.

3.3. Actions to enhance the functioning and effectiveness of the SDN

Through the discussions some concrete commitments and action points emerged for both national and global level members of the SDN in order to enhance the functioning of national donor networks and their effectiveness in support of national nutrition processes and outcomes. They include actions by global level SDN members to improve support to national donor networks, as well as actions by country level donors to inform global level processes.

3.3.1. Action points for country level donors

Enhance donor effectiveness

- ☐ Focus on promoting high level political leadership using simple, clear messages substantiated by evidence
- ☐ Do more to raise awareness and engagement of high-level donor representatives (Ambassadors, Heads of Mission, etc.)
- ☐ Strengthen support to government focal point on nutrition to ensure they have the power and capacities to convene across sectors and stakeholders
- ☐ Interact with and support the strengthening of other networks
- ☐ Increase focus on coordination, planning and implementation capacities at sub-national level
- ☐ Raise awareness of governments and others about global financing opportunities

Strengthen national donor networks

- ☐ Share workshop learning and outcomes with other members of donor network
- ☐ Raise awareness of donor sectoral specialists of importance and benefits of a multi-sectoral approach
- ☐ Further develop network ToRs, workplans and monitoring processes ensuring that learning feedback back into joint work plans
- ☐ Provide written comments on the draft SDN guidelines for the ToRs of national donor networks and convenors
- ☐ Clarify divisions of responsibility between convenors and members, encouraging members to take on responsibilities with convenors playing facilitation roles

Share learning with other countries and global level

- ☐ Highlight to global level where political commitment is waning
- ☐ Flag where there is a need for donor head offices and governing bodies (e.g. of global financing mechanisms) to encourage greater participation and alignment
- ☐ Strengthen linkages and communications with SDN and the SMS
- ☐ Feedback on realities of JAAs and other SUN MEAL processes and make constructive recommendations
- ☐ Feedback on the performance of providers of technical assistance
- ☐ Feed into the SUN Movement Mid Term Review
- ☐ Share examples of good practice, e.g. how donor networks have monitored progress against work plans and revised them on the basis of lessons learnt

3.3.2. Action points for global level donors

Enhance support to national level

- ☐ Establish a SDN Community of Practice (forum for learning, sharing and coordination) including online tools, good practices and success stories
- ☐ Make regional and global events calendar and identify opportunities for future exchanges between national donors, e.g. buddying, exchange visits.

- ☐ Work with SMS to make existing advocacy materials and evidence base easily accessible to national level stakeholders
- ☐ Finalise guidance for national network ToRs, work plans and monitoring, including Theory of Change
- ☐ Share existing ToRs and work plans of national donor networks
- ☐ Develop Induction Pack – including key messages on the advantages of being members of the SDN
- ☐ Enhance support Donor Convenors from head offices
- ☐ Raise awareness of global financing opportunities, including through the development of a simple guide
- ☐ Provide information on how to access technical assistance
- ☐ Identify how MQSUN+ can support follow up where feasible, e.g. document examples of good practice, including relevant tools (DFID)

Strengthening the global SDN

- ☐ Declare launch of truly global SDN involving donors from national as well as global levels
- ☐ Integrate all Donor Convenors and ensure all countries covered
- ☐ Share workshop outcomes with donor networks in countries that were not represented
- ☐ Enable donor convenors to participate in SDN calls when relevant
- ☐ Keep list of Donor Convenors updated and available
- ☐ Revise SDN strategy and work plan to take account of workshop outcomes
- ☐ Communicate roles and responsibilities in SDN at global level
- ☐ Clarify SDN policy on translation to maximise participation of non-English speakers
- ☐ Improve information sharing from global to national levels. Clearer communications and information sharing between countries and donor convenors
- ☐ Ensure that SDN is taking advantage of future events at political level

Follow up with SMS and other stakeholders

- ☐ Request SMS to communicate organigram, roles and responsibilities in SUN, improve communications with countries
- ☐ Clarify communication channels between SMS and national networks
- ☐ Clarify the avenue by which national level donors can raise issues which require a global push
- ☐ Feedback to SMS on JAA: Request clarity on what the JAA is used for at global level and feedback to countries on progress after each annual assessment
- ☐ Ensure on-going dialogue & simple, clear, direct messages to SUN Movement Coordinator and others to build and sustain political commitment
- ☐ Support a review of the SUN Pooled Fund
- ☐ Provide feedback to global financing mechanisms on performance at country level
- ☐ Promote the integration of nutrition into global development initiatives
- ☐ Feed into the SUN Movement Mid Term Review

Annex 1: Workshop agenda

Day 1	
9.00 – 10.30	<i>1.1 Introduction</i>
10.30 – 11.00	Break
11.00 – 12.30	<i>1.2 Bringing people together in the same space for action</i>
12.30 – 13.30	Lunch
13.30 – 15.00	Two parallel working groups (60 minutes each) <i>1.3a Ensuring a coherent policy and legal framework</i> <i>1.3b. Aligning actions around a Common Results Framework</i> Plenary feedback from working groups (30 minutes)
15.00 – 15.30	Break
15.30 – 17.00	<i>1.4 Successes & challenges in scaling-up nutrition at sub-national level</i>
17.00 – 17.30	<i>1.5 SUN Movement Pooled Fund</i>
Day 2	
08.45 – 10.30	<i>2.1 Improving nutrition financing</i>
10.30 – 11.00	Break
11.00 – 12.00	<i>2.2 Donor perspectives on how SUN Movement (including the SDN) is performing</i>
12.00 – 12.30	<i>2.3 Practical approaches for effective internal functioning of national donor networks (Introduction in plenary)</i>
12.30 – 13.30	Lunch
13.30 – 15.00	<i>Practical approaches for effective internal functioning of national donor networks (group work)</i> <i>2.3a Terms of Reference for national donor networks and convenors</i> <i>2.3b National donor network work plans</i> <i>2.3c Identifying the support needs of national level donors</i> <i>2.3d Donor convenor induction pack</i>
15.00 – 15.30	Break
15.30 – 16.00	<i>2.3 Practical approaches for effective internal functioning of national donor networks (Plenary feedback from groups)</i>

16.00 – 17.00	<i>2.4 Promoting high level donor engagement</i>
17.15 – 18.30	<i>2.5 Two way Q&A with Gerda Verburg, SUN Movement Coordinator</i>
Day 3	
9.00 – 10.30	<p><i>3.1 Strengthening global – national linkages</i></p> <p>Three parallel working groups (60 minutes each)</p> <p><i>3.1a How support needs of national level donors can be met</i></p> <p><i>3.1b How can national donor networks inform global level SDN and wider SUN processes?</i></p> <p><i>3.1c How can the global nutrition architecture be made more effective in support of country led actions?</i></p> <p>Plenary feedback from working groups (30 minutes)</p>
10.30 – 11.00	Break
11.00 – 12.30	<i>3.2 Donor engagement in SUN MEAL processes</i>
12.30 – 13.30	Lunch
13.30 – 15.00	<i>3.3 Monitoring our own (donor) progress and effectiveness...</i>
15.00 – 15.30	Break
15.30 – 16.00	<i>...(cont) 3.3 Monitoring our own (donor) progress and effectiveness</i>
16.00 – 17.00	<i>3.4 Wrap up, conclusions & action points</i>
18:30 – 20:30	<i>Reception at Irish Ambassador's residence</i>

Annex 2: Background documents

The key background documents listed in the box below were made available on the SDN group page hosted by the Emergency Nutrition Network (ENN). Participants received an email from ENN with a link to the group, log in and a password. They are also accessible electronically by clicking on the following link: <https://www.dropbox.com/sh/id1mh9jjj2jj819/AAAw3MhQAdbkXc7tby-Dp6Hha?dl=0>

- SDN workshop Information Pack (all sessions)
- [SUN Movement Strategy & Roadmap \(2016-2020\)](#) (all sessions)
- SUN MEAL Joint Annual Assessment (JAA) template & guidance (all sessions)
- SUN MEAL Budget Analysis guidance (3.2)
- SUN MEAL Stakeholder & Actions Mapping guidance (3.2)
- SUN Movement Mid Term Review ToR (2.2)
- “Best of SUN” A review of donor perceptions on how best to accelerate progress on nutrition in SUN countries (2.2)
- Review of national donor coordination mechanisms (all sessions)
- *SDN Guidance for national donor network & convenor ToRs (draft)* (2.3a)
- *SDN Theory of Change & Functionality Index (draft)* (1.1 & 3.3)
- SDN Strategy 2018 (3.1b)
- Note of SDN discussions at SUN Global Gathering in Abidjan
- Nutrition financing landscape (2.1)

The sessions for which they are most relevant are indicated in brackets. Hard copies of the documents highlighted in italics will be available during the workshop, in addition to this Information Pack.

Annex 3: Workshop participants

First Name	Last Name	Country of work	Job Role	Organization	SDN role
Abigail	Perry	UK	Senior Nutrition Adviser	DFID	Member
Adam	Loyer	Senegal	Second Secretary - Development	Global Affairs Canada - Canadian Embassy to Senegal	Donor network
Adrian	Fitzgerald	Tanzania	Deputy Head of Cooperation	Irish Aid	Donor network
Anafrida	Bwenge	Zambia	Agricultural Development Officer	USAID	Member nutrition
Anne	Peniston	USA	Chief Nutrition and Environmental Health Global Health Bureau	USAID	Member
Arnold	Chikavanga	Malawi	Development Officer	Irish Aid	Member nutrition
Ben	Siddle	Ireland	Nutrition Policy Lead	Irish Aid	Member
Chirwa	Kumbukani	Malawi	Nutrition Specialist	USAID	Donor network
Columba	O'Dowd	Malawi	Deputy Head of Mission	Irish Aid	Donor network
Eustache	Dunia	DRC	National Programme Officer	SDC	Member nutrition
Ibironke	Oyatoye	Multiple: Ghana Liberia Sierra Leone	Africa Early Years Fellow & Childhood Development Consultant	World Bank	Member nutrition
Jeniece	Alvey	USA	Nutrition Advisor	USAID	Member

Juliana	Pwamang	Ghana	Nutrition Specialist	USAID	Donor network
Kelvin	Kanswala Banda	Malawi	Senior Social Sector Specialist	African Bank Development	Member
Lara	Steinhouse	Canada	Nutrition Specialist	Global Affairs Canada	Member
Laurent	Michiels	Sierra Leone	Nutrition and Food Security Programme Advisor	Irish Aid	Donor network
Maren	Lieberum	Germany	SUN Donor Network Coordinator	GIZ	Member
Margherita	Capalbi	Sudan	Project Officer - Nutrition	Italian Agency for Development Cooperation	Donor network
Mary	de Boer	Rwanda	Community Health and Nutrition Coordinator	USAID	Donor network
Meghan	Anson	USA	Nutrition Adviser	USAID Bureau for Food Security	Member
Mphatso	Mapemba	Malawi	Nutrition Adviser	Irish Aid	Member
Nawal	Chahid	France	Nutrition Policy Advisor	Ministry of Europe and Foreign Affairs	Member
Nicolienne	Oudwater	Mozambique	Nutrition Adviser	DFID	Donor Partner
Sarah	Goldsmith	Zambia	Human Investment Team Leader	DFID	Donor network
Sheila	Nyakwezi	Uganda	Nutrition Specialist	USAID	Donor network
Simone	Field	Bangladesh	Livelihoods & Nutrition Adviser	DFID	Donor network

Temina	Mkumbwa	Tanzania	Nutrition Coordinator	USAID	Donor network
Themba	Nduna	Zimbabwe	Nutrition Advisor	USAID	Donor network
Violet	Orchardson	Malawi	Nutrition Specialist	USAID	Donor network
Vitowe	Batch	Malawi	Nutrition Technical Advisor	GIZ	Member nutrition
Zheng	Zhang	Mali	Counsellor	Embassy of Canada in Mali	Donor network
Ziauddin	Hyder	USA	Sr Nutrition Specialist	World Bank	Member