

Three Big Wins

1) Improved technical skills and knowledge of Civil Society Associations (CSA)

Technical expertise and best practices for effective Scaling Up Nutrition (SUN) implementation have been transferred among CSAs whilst local expertise has been leveraged and acknowledged regionally. The CSAs are integrating lessons learned in their strategies. The areas of innovation and the knowledge transfer themes are: social mobilisation, behaviour change communication (BCC), and nutrition sensitive value chain (Sierra Leone); accountability and improved coordination/planning at sub-national level (Tanzania); stakeholder mapping (Sierra Leone, Nigeria, and Liberia); nutrition budget analysis and advocacy (Kenya, Malawi, Rwanda, Tanzania, Zambia, and Zimbabwe); BCC and nutrition sensitive media training (Ethiopia); and youth advocacy (Zimbabwe and Malawi).

2) SUN Civil Society (CS) regional strategies have been developed to target key gaps and opportunities to hold governments accountable. Regional calls-to-action and workplans have been developed in Africa and Asia to prioritize coordinated civil society interventions. The regional hubs are targeting key regional priorities such as breast milk substitutes (BMS), budget advocacy, and the provision of space for collaboration and learning among countries and external stakeholders.

3) More cohesive CSA network and stronger SUN Movement: The SUN CSN Learning Programme addressed the knowledge gaps flagged by the CSAs at its beginning. In addition, the governance of CSAs and internal dialogue of members have been strengthened; the mutual trust of alliances has been enhanced; and collaboration has accelerated the up-take of innovations and learning. Local expertise and knowledge have been mapped, leveraged and valued, so that local champions are now ready to provide practical expertise and timely backstopping. CSAs have been actively involved in multi-stakeholder decision platforms (MSPs), contributing to the SUN movement strategy joint assessment and planning. Key CSN priorities have become priorities for the entire movement.

The enhancement of the CSAs is reflected in an enhanced SUN movement. For example, following the Learning Programmes, CSAs have been actively involved in MSP planning sessions to enhance decentralized coordination; initiate dialogue with the business sector (in Rwanda); and cascade reform to local institutions through capacity building and advocacy (Nepal). At the global level, lessons learned and the peer-to-peer methodology have been adapted by the SUN Secretariat to shape a new learning programme for governmental focal points. Further, the nutrition stakeholders mapping has become a priority for the movement and the SUN United Nations Network, with plans to map 100% of the SUN countries by 2018.

Save the Children UK and the SUN CSN Secretariat have been responsible for the development and coordination of the SUN CSN methodology, administration, reporting and documentation of progress, as well as technical support to the regional CSAs.

Key numbers:

- 18 countries participated** in the two Learning Exchange visits in Africa and Asia
- 70 civil society representatives** from communities, CSOs and INGOs participated
- 11 days of face-to-face peer-to-peer learning** across the two Learning Exchanges
- 9 best practice examples** of innovative nutrition interventions examined and documented
- 9 CSA innovation plans** developed to apply learning in their own countries (Ethiopia, Kenya, Malawi, Rwanda, Sierra Leone, Nigeria, Tanzania, Uganda, and Zimbabwe)
- 3 innovations** successfully replicated by Tanzania, Sierra Leone and Ethiopia ready for scaling up
- 2 regional hubs established** (one for Anglophone Africa, one for Asia)
- 3 multi-country joint initiatives for knowledge transfer and/or collaboration implemented** between 11 CSAs in Anglophone Africa.
- 300+ stakeholders in two host countries** engaged in the visits during preparatory work, the visits and in cascading learning afterwards
- 30+ media reports published** about the exchanges in the host countries and internationally

Progress towards intermediate outcomes		
Intermediate outcome:	Final outcome target:	
10 countries where SUN CSAs are present experience nutrition moving up the national agenda	10 SUN CSA country governments increasing the prominence of nutrition in their national agendas as the result of civil society activity by 2017	In Nigeria, Tanzania, Zimbabwe, Rwanda, Kenya, Ethiopia, Pakistan, Nepal, Philippines, and Kyrgyzstan commitments and actions have been taken by sub-national or national bodies that show increased attention and commitment to nutrition by policy makers.
National CS Alliances have social mobilisation, advocacy and communications (SMAC) plans supported by MEL frameworks and are advocating according to those plans by 2017	10 CSAs implementing MEL frameworks for advocacy and policy change 2016	<p>12 CSAs involved in the Learning Programme have SMAC plans with clear targets and objectives. Ethiopia, Tanzania, Rwanda, Zimbabwe, Kenya, Malawi, Nepal, Nigeria, Pakistan, Bangladesh, Liberia, and Laos have articulated those plans in proposals with related MEL frameworks and processes available for donor interest. In 2015, 7 CSAs (4 in Asia and 3 in Africa) reported having SMAC strategies in place.</p> <p>Globally and regionally: SUN CSN Theory of Change developed, revised and used for projects formulations.</p>
10 SUN countries hold multi-stakeholder dialogues that the CSA has initiated and/or contributed significantly towards in order to advance the nutrition agenda	10 CSAs contributing to or participating in multi-stakeholder dialogue (including UN, Government and Private Sector) by 2017	<p>Participation in the SUN Joint Assessment and Planning meeting (July-August 2017). The process was conducted with representatives from governments, businesses, donors and the UN during a 2-day workshop to review and plan SUN strategies in the respective countries.</p> <ul style="list-style-type: none"> • Africa: Kenya, Sierra Leone, Zimbabwe, Tanzania, Nigeria, Uganda, Rwanda, Zambia took part • Asia: Nepal, Pakistan, Lao, Myanmar, Kyrgyzstan, and Bangladesh • Rwanda: the SUN Alliance is leading multi-stakeholder consultations and trainings on the role of the private sector in nutrition. As a result, the creation of a SUN Business Network (SBN) is now a national priority. The Global SBN is providing technical support to establish the Rwandan SBN by utilising the mapping and capacity assessment done by the SUN Alliance.

<p>National-level CSAs are collaborating effectively with each other and other stakeholders (through e.g. events, meetings, multi-stakeholder advocacy) in order to deliver national nutrition priorities by 2017</p>	<p>10 CSAs are collaborating effectively with each other and other stakeholders (through e.g. events, meetings, multi-stakeholder advocacy) in order to deliver national nutrition priorities by 2017</p>	<p>SUN CSA mutual collaboration is happening as county-to-country support and via regional working groups. Below are examples of the programmatic collaboration that took place as a result of the Learning Programme:</p> <ul style="list-style-type: none"> • Budget analysis and advocacy via training and shared planning: Kenya, Tanzania, Zambia, Rwanda, Malawi, Tanzania, and Zimbabwe. • BMS knowledge sharing and prioritization of interventions at country and regional levels: Cambodia, Myanmar, Indonesia, Philippines, Nepal, and Kyrgyzstan. • Public hearing to influence new nutrition policies (e.g. flour fortification) and to strengthen citizens' awareness, participation, and accountability at subnational level: Nepal, Pakistan, and Kyrgyzstan. • Stakeholder mapping: Sierra Leone, Nigeria, and Liberia. • Youth parliamentarians: Malawi and Zimbabwe.
<p>10 SUN country governments are influenced to invest more and/or improve their investments as a result of CSA advocacy on nutrition budget and policy by 2017</p>	<p>10 government policy and budget analyses conducted at national and/or sub-national levels, with cooperation from country governments, by 2017</p>	<p>Budget analysis policy briefs developed and advocacy work took place in Malawi, Rwanda, Zambia, Tanzania, Zimbabwe, Kenya, Nepal, and Pakistan. Malawi, Tanzania, Kenya, Zimbabwe, Pakistan and Nepal are actively involved in budget advocacy at the national or subnational level.</p>
<p>CS Alliances adapt their advocacy plans to include budget and policy tracking by 2017</p>	<p>10 CS Alliances with budget and policy tracking integrated into their advocacy plans by 2016</p>	<p>All CSAs who participated in the Learning Programme included activities at national and subnational levels related to budget advocacy and policy tracking/review in their 2017-2018 plans.</p> <ul style="list-style-type: none"> • Malawi trained CSA staff from Rwanda, Zambia, Tanzania, Zimbabwe, and Kenya at the national and subnational level to conduct nutrition budget advocacy. Each then integrated relevant strategies in future plans. • Zimbabwe and Malawi: training of youth on nutrition budget advocacy to become advocates in the schools and with parliamentarians. • Malawi, Tanzania, Kenya, Rwanda, Zimbabwe, Pakistan and Nepal are involved in budget advocacy at national or subnational levels. Staff training has equipped SUN members to track whether increased budgets correspond to increased expenditure for nutrition. Increased allocation has been identified in: Nepal, Pakistan, Rwanda, and Tanzania, but work to determine outstanding budget gaps is ongoing. • In Tanzania, the CSA is tracking policy commitments with the introduction of performance contracts. With the signatures of 21 stakeholders, one commitment paper is currently being implemented in the Kalambo District. Further, the Vice President of Tanzania has committed to adopting performance contracts in all regions.

		<p>CSAs are tracking government policy and advocating for modification as follows:</p> <ul style="list-style-type: none"> • BMS: Cambodia, Myanmar, Kyrgyzstan, Nepal, Pakistan • Flour fortification: Kyrgyzstan, Rwanda, Tanzania • Right to Food (to be included in the constitution): Sierra Leone
2.1. Civil Society Alliances (CSA) have good institutional governance in place and are implementing guidance including ensuring ToR, steering group and strategies are in place	10 CSAs agree conflict of interest (COI) policy, clear HR processes and financial management procedures by 2016	<p>COI was discussed during the Learning Exchanges whilst further dialogue took place within the alliances and in the wider SUN Movement. Among the countries directly involved in the Learning Programme, 5 CSAs currently have a COI (Zimbabwe, Pakistan, Tanzania, Sierra Leone, and Nigeria) as per the 2017 annual survey. In the 2015 survey, only Zimbabwe and Ethiopia declared to have a COI.</p> <p>The SUN Movement hired Ethical Advisors to support on COI; to date, CSN is engaging with specialists to provide introductory support to CSAs.</p>
2.2. CSAs develop and share case studies with SUN Communities of Practice on the impact of key learning areas by 2017	10 CSAs publish case studies on one or more key themes related to nutrition sensitive programming, SMAC, governance, or budget tracking by 2017	<p>18 case studies have been developed and shared on the SUN website and during workshops by Cambodia, Myanmar, Philippines, Pakistan, Nepal, Rwanda, Kyrgyzstan, Indonesia, Malawi, and Sierra Leone.</p> <p>Topics included: nutrition stakeholder action mapping; BCC through radio and community social mobilization; policy review and accountability at subnational and national level; BMS product monitoring; multi-sectoral and multi-stakeholder nutrition platform coordination and planning at national and sub-national level; pro-poor private public partnership & value chain for nutrition; evidence-based advocacy; and nutrition budget analysis and advocacy.</p> <p>Case studies on key outcome/impact of the learning programme have been compiled and will be shared for discussion during virtual calls and the SUN Global Gathering.</p>
3.1. Civil society alliances take part in cross-country pairing and knowledge exchange at a regional scale by 2017	10 CSAs that take part in cross-country pairing and knowledge exchange at a regional scale by 2017	20 countries took part: 18 countries (9 in Asia and 9 in Africa) through the international Exchange and an additional two countries through follow-up learning activities in Africa (Zambia and Liberia).
5.3. CS Alliances agree and implement a shared data collection methodology within which all participating are aligned by 2017	10 CSAs implementing agreed methodologies by 2017	16 CSAs involved in the programme took part (for the first time) in the joint assessment and planning of the Scaling up Nutrition multi-stakeholder national plan.

Lessons Learned

Inclusive and participatory approach led to sustainability and effective change: the in-depth face-to-face learning event was built on a highly participatory and inclusive preparatory process and followed by practical and results-oriented action plans/strategy. This approach has been highly impactful at individual level (participants), organizational and network level. The ownership and collaboration, established through this approach, created a fertile learning environment. Individual participants cascaded learnings to their CSO and the Alliance, during the dissemination actions to transform knowledge in learning/action. Such approach requires: high level of flexibility, dialogue and ability to find shared solutions, time to ensure inclusion, participation and ownership.

Collaboration and competition for the learning route in Africa: all the activities have been implemented applying competition (to get the best value for input) and collaboration and inclusion mechanisms to ensure that the benefits were reaching as many individuals/organization as possible. This approach requires a level of readiness of CSAs in taking action collaboratively. The CSAs appreciated the approach because it fostered constructive competition; collaboration across countries and organizations, challenges flagged out by the CSAs has been the tight timeframe and communication barriers (e.g. virtual connection to develop collaborative efforts or language barrier for cross-regional collaboration).

CSAs as knowledge brokers: having identified the knowledge gaps (during the programme baseline and through the Competitive and collaboration award), the CSAs demonstrated to be able to respond timely and with practical expertise to those needs. Following competitive approach it is possible to identify within the knowledge availability the one that best responds to the specific audience needs.

CSAs mainstream innovations, up-scale them at subnational and national level: the CSAs have been able to try out innovative actions at subnational level and use the lessons learned and results for their overall strategy. They used those results to advocate in multi-stakeholders platform at subnational and national level.

Country host benefits: the CSAs that hosted the learning exchange greatly benefitted from it. As explained by the SUN Alliance (Most Significant Change evaluation) the learning route enhanced the SUN Alliance (Rwanda) internal governance and coordination, ownership and learning. The national stakeholders (Gov, UN, Donors) became more attentive to the CSAs work and involved them in decision-making processes and new programmes. In Nepal, the learnings from the international exchange were disseminated with most of the member organizations, and a new strategy and declaration has been developed for the next 3 years of work.

Best practices:

Innovation plans and Creativity and Collaboration initiative methodology demonstrated to be highly impactful in the involved CSAs who, in addition to the technical results, highlighted a great value of the collaborative efforts, coordination of joint initiative and goals and the opportunity to try out new initiative that might have not been considered by member organizations. These ways of working are definitely part of future SUNCSN ways of working.

Best practices documented and replicated: decentralization of CS coordination, BMS monitoring, citizens engagement through public hearings, Pro-poor public private partnership, use of media for behaviour change communication, nutrition budget advocacy, stakeholder mapping.

Financials

Overall cost of the Programme is: USD 642,602.0143 for a duration of 2 years and 2 months. Here below a breakdown of the expenditures and allocations. More than 60% of the budget have been allocated to implementing organizations, mainly CSAs involved in the Learning Activities and cascade learning/innovation activities.

Expenditures

Year 1	32181.2243 \$
Year 2	409872.308 \$
1 May - 31 July	200548.482 \$
TOTAL	642,602.0143 \$

Sub-grants *66% of the budget*

1. Procasur Technical Support LR in Rwanda
 2. SUN Alliance Country Host Rwanda
 3. CSANN Country Host Nepal
 4. PANITA Innovation Plan - CSA Tanzania
 5. ECSC-SUN Innovation Plan - CSA Ethiopia
 6. SUNI-CSP Innovation Plan - CSA Sierra Leone
 7. SUNI-CSP Collaboration Award - Joint project Sierra Leone, Nigeria, Liberia
 8. CSA Kenya Collaboration Award - Joint project Kenya, Malawi, Rwanda, Tanzania, Zimbabwe, Zambia, South Africa
 9. ZCSOSUNA Collaboration Award - Joint project Malawi, Zimbabwe
 10. Fundraising technical support
 11. Website development
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Information in this report is a fair representation of the progress and performance of the Project.

THANK YOU FOR YOUR CONTINUED SUPPORT OF OUR VITAL WORK.

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