ANNUAL PROGRESS REPORT
2014

With the support of:

Affaires étrangères, Commerce et Développement Canada
Foreign Affairs, Trade and Development Canada
Table of Contents

1. Introduction .............................................................................................................................................. 4

2. Country Progress against the four REACH Outcomes .............................................................................. 5
   Outcome 1: Increased awareness and consensus of stakeholders ............................................................. 6
   Outcome 2: Strengthened national policies and programmes ................................................................... 9
   Outcome 3: Increased human and institutional capacity at all levels ...................................................... 12
   Outcome 4: Increased effectiveness and accountability ........................................................................... 16

3. REACH Country Support .......................................................................................................................... 18
   3.1 REACH Secretariat capacity .............................................................................................................. 18
   3.2 REACH Guidance and Materials ...................................................................................................... 19
   3.3 REACH Monitoring & Evaluation .................................................................................................... 22

4. Knowledge Management and Communications ...................................................................................... 22
   4.1 Nutrition Information System Landscape Database ............................................................................ 23

5. Partnerships ................................................................................................................................................ 23
   5.1 SUN Movement ................................................................................................................................. 23
   5.2 UN Network for SUN ....................................................................................................................... 24
   5.3 Other partnerships ............................................................................................................................ 24

6. Emerging Issues ........................................................................................................................................ 25
   6.2 REACH Transition and Sustainability ............................................................................................... 25
   6.1 REACH Role ..................................................................................................................................... 25

7. Priorities for 2015 ...................................................................................................................................... 26

Acronyms ...................................................................................................................................................... 28
Key achievements in 2014

COUNTRY LEVEL
- Momentum for joint advocacy and communication at the country level (e.g. development of national advocacy and communication strategies in four countries - Bangladesh (including video), Nepal, Tanzania and Uganda; advocacy efforts directed towards Parliamentarians in Bangladesh, Nepal and Tanzania)
- Strengthening of national multi-sectoral, multi-stakeholder nutrition coordination structures in all REACH countries (e.g. government approval for the establishment of a nutrition coordination cell in Mali; launch of high-level coordination platforms in Burundi and Chad; establishment of CSO networks in Burundi, Mali, Nepal and Rwanda)
- Analytical work influencing decision-makers to help portray nutrition as a multi-sectoral issue with high priority (e.g. Bangladesh, Ghana, Mozambique and Uganda)
- Establishment of knowledge-sharing platforms for multi-sectoral nutrition actions (e.g. knowledge-sharing event in Rwanda, knowledge-sharing websites in two countries - Nepal and Niger)
- Initiation of establishment of an implementation tracking mechanism to monitor the execution of the multi-sectoral national nutrition plan in three countries (Mozambique, Nepal and Rwanda)
- Strengthening of joint UN support to government’s efforts to scale-up nutrition (e.g. drafting of UN nutrition flagship programme in Rwanda)
- Initiation of sustainable transition to a post-intensive REACH (shift from two to one facilitator in three countries - Mozambique, Rwanda and Tanzania)

GLOBAL LEVEL
- Expansion to three new countries (Senegal, Burkina Faso, Haiti) and planned expansion to Myanmar and planned extension in Mali thanks to additional funding from DFATD (CAD 5 million)
- Refinement/development of five tools
  i. Scaling Up Nutrition Planning & Monitoring Tool including coverage (tested in five countries (i) stakeholder and nutrition action mapping in Ghana, Niger, Tanzania, Uganda; (ii) implementation tracking in Mozambique)
  ii. Policy Overview methodology and template (applied in three countries - Ghana, Nepal, Niger)
  iii. Nutrition governance capacity assessment tool (piloted in one country - Ghana)
  iv. UN nutrition strategy template (incl. coaching sessions provided to two countries - Mozambique and Ghana)
  v. Nutrition Information System Landscape Analysis and Library
- Development of Transition Plans including template (prepared in three countries - Rwanda, Ethiopia and Tanzania)
- Development of knowledge sharing materials
  i. Compendium of Actions for Nutrition with extensive inter-agency consultations (still in draft)
  ii. Knowledge Sharing Portal
- Initiation of global discussion within UN Network and SUN Secretariat for improved harmonization and alignment on nutrition mapping activities and nutrition information platforms
- Engagement with Networks and Communities of Practice of the SUN Movement
1. Introduction

REACH, Renewed Efforts Against Child Hunger and undernutrition, is an inter-agency initiative established in 2008 by the four UN agencies Food and Agriculture Organization (FAO), United Nations Children's Fund (UNICEF), World Food Programme (WFP) and World Health Organization (WHO) that promotes a country-led, multi-sectoral approach to addressing undernutrition. The International Fund for Agricultural Development (IFAD) later joined REACH, extending an advisory role at the global level. The UN REACH partners endorsed the REACH expansion proposal to avail REACH type support to all SUN countries, developed following a UN commitment made during the UN Network launch (2013). REACH has since received an additional CAD 5 million from the Canadian Department of Foreign Affairs, Trade and Development (DFATD) for an expansion to four new countries and extension in one country (Mali).

With increasing global efforts to scaling-up nutrition actions, there has been a rising demand for REACH engagement in countries burdened by high levels of malnutrition. In 2014, six countries (Burkina Faso, Comoros, Gambia, Haiti, Senegal and Zambia) benefited from exploratory missions to assess possible opportunities for REACH support. Burkina Faso, Haiti and Senegal have since joined REACH in late 2014. REACH was being undertaken in 15 countries (see map below). Eleven of these countries are funded by Canada and one by the European Union (Niger), while three are funded by the UN (Ethiopia, Burundi and Chad).

---

1 US funding ended in mid-2014 and REACH is now funded by the UN.
* An exploratory mission to Myanmar will take place in January 2015.
In 2014, REACH, through its facilitation process, continued providing country support on nutrition governance and strengthening of multi-sectoral and multi-stakeholder nutrition coordination. To ensure that the countries are adequately supported, the REACH Secretariat has reinforced its staff capacity to support the analytical processes and programme work. The REACH Secretariat has also strengthened its partnerships with various service providers, e.g. the Boston Consulting Group (BCG) and Columbia University, for additional assistance in the development and/or refinement of necessary tools and guidance materials as well as for direct in-country support.

REACH is preparing for an external evaluation of the first eight countries funded by DFATD (i.e. Bangladesh, Ghana, Mali, Mozambique, Nepal, Rwanda, Tanzania, and Uganda). All those countries except Mali (which has been extended) will be going through a transition process with the Canada-funded extensive REACH engagement expected to end by December 2015.

During the year, REACH continued to strengthen its partnerships with the Scaling Up Nutrition (SUN) Movement and was actively involved in all key SUN activities and processes, including in the SUN Communities of Practice where REACH is recognised as a key player. As a co-facilitator of the UN Network for SUN together with the UN Standing Committee on Nutrition (UNSCN), the REACH Secretariat continued to support the strengthening of the UN Network and share work undertaken at country level. REACH also organised a set of inter-agency consultations and meetings to discuss various REACH-supported activities (e.g. stakeholder and nutrition action mapping, capacity assessment, Compendium of Actions for Nutrition) with a view to enhance harmonization, alignment and coordination by the different agencies.

2. Country Progress against the four REACH Outcomes

This section highlights progress for mainly 12 countries in Africa and Asia with an active REACH engagement in 2014, namely: Bangladesh, Burundi, Chad, Ethiopia, Ghana, Mali, Mozambique, Nepal, Niger, Rwanda, Tanzania and Uganda. Having joined REACH in late 2014, the report focuses less on Burkina Faso, Haiti and Senegal. Nevertheless, progress is presented against the four REACH outcomes, thereby reporting on the various REACH deliverables (see below figure for the list of REACH deliverables).

At country level, the REACH process was implemented through facilitators with support from the REACH Secretariat. There were 17 facilitators (ten international and seven national) as at 31 December 2014. International Facilitators were recruited in both Burkina Faso and Senegal, while three countries (Mozambique, Tanzania and Rwanda) experienced a transition from two facilitators to one national facilitator (see Annex 1 for the list of REACH engagement period and physical location of facilitators in the countries).

All country work are REACH partnership activities, leveraging the expertise of UN partner agencies.
Outcome 1: Increased awareness and consensus of stakeholders

1.1 Facilitation of multi-sectoral, multi-stakeholder scoping exercise

Countries are increasingly applying the REACH supported analytical work to inform key country processes such as planning, programming, advocacy and resource mobilisation. Some of the governments have also expressed the need to scale up and extend support to sub-national level with a view to building local capacities for regular data gathering and analysis. For instance, some countries undertook stakeholder and nutrition action mapping\(^2\) in selected regions or districts. Among the new countries that joined REACH this year, the nutrition analysis was performed in Burkina Faso and Senegal. The practical application of this work varies by country, as highlighted below:

- **Nutrition advocacy**: The nutrition analysis in Bangladesh is being used to strengthen nutrition advocacy at all levels. The findings were adopted by the government to help develop a Nutrition Country Paper for the Second International Conference on Nutrition (ICN2). The analysis was also included in the Nutrition Background Paper which will inform the government’s 7\(^{th}\) Five Year Plan.

- **Planning processes at all levels**: The findings of both the nutrition analysis and stakeholder and nutrition action mapping from the three northern regions of Ghana were used to help districts prioritise and integrate nutrition actions into the Medium Term Development Plans (2014-2017). In Uganda, the mapping exercise, performed in six districts jointly with WHO-ANI (Accelerating Nutrition Improvements), is helping to create an understanding of the current coverage of nutrition actions so as to determine what needs to be scaled up and where.

---

\(^2\) The official name of this REACH tool is Scaling Up Nutrition Planning and Monitoring Tool (SUN PMT).
- **Nutrition information platform**: Countries are increasingly requesting that a mechanism is established for regular updating of the mapping data in-country. REACH, under the leadership of WFP and UNICEF, is providing support to the Government of Rwanda on processes and systems for updating mapping data and the creation of a national nutrition information platform. In Ethiopia, the government intends to expand stakeholder and action mapping to include expenditure and impact indicators and to develop an easily updatable database housed in the Ministry of Health, which likewise hosts and co-chairs the high-level nutrition coordination mechanism. The Haut-Commissariat à l’Initiative 3N (‘Les Nigériens Nourrissent les Nigériens’) Initiative (HC3N) in Niger intends to build on the on-going mapping exercise to establish a nutrition information platform, while in Nepal, stakeholder mapping data are being entered into a national, web-based, nutrition knowledge-sharing portal.

- **Scale-up of mapping at district level**: REACH Tanzania supported stakeholder and nutrition action mapping in 30 regions and seven districts. These efforts have catalysed government interest for a similar exercise to be conducted in the remaining districts so as to provide information on “Who is doing what”. Plans are underway to develop a national government tool that can be administered by government personnel to support replication of the mapping exercise in the other districts. Moreover, six priority districts have been mapped in Nepal, with plans to extend the mapping to additional districts in 2015.

- **Partner alignment and harmonised approaches**: In Mozambique, the REACH mapping exercise was not only conducive to the development of provincial nutrition plans but it also continued to help harmonise sub-national planning efforts supported by different development partners (e.g. UNICEF, Irish Aid, Danish International Development Agency-DANIDA, World Bank). REACH continued to support the Technical Secretariat for Food Security and Nutrition (SETSAN) and partners with the mapping by training users on the tool and methodology in provinces. The mapping was undertaken in three northern provinces by the Ministry of Health with support from the World Bank, using tools and guidance developed through REACH support in 2014.

1.2 Selection of core nutrition actions for expected results

The selection of core nutrition actions has proven a challenge for many countries. While countries have included nutrition actions in their national nutrition plans or sector plans, establishing and building consensus on a selected number of core nutrition actions that critically drive nutrition impact remains an issue. One of the key challenges is the absence of adequate evidence, particularly for the nutrition-sensitive actions. Where this process was undertaken, the REACH Secretariat has facilitated dialogue in collaboration with UN and other partners to explore suitable methodologies that may inform the selection and prioritisation of nutrition actions.

1.3 Investment case

The ‘investment case’ has been one of the instruments employed by countries to raise awareness on nutrition among high-level officials, including the consequences of malnutrition, and to advocate for increased nutrition investments. These efforts are paying dividends in some countries. For example, the Ministry of Finance in Nepal has allocated 60 million Nepalese Rupees to support the implementation of the Multi-sectoral Nutrition Plan (MSNP) in six priority districts for the fiscal year (July, 2014 - June, 2015) through the Ministry of Federal Affairs and Local Development. This follows concerted advocacy and REACH support in identifying options and modalities to manage government and non-government funds for nutrition and food security. On the other hand, Mali has assessed the investment costs for the actions in its Multi-Sectoral Action Plan and determined the funding gaps and
actions that should be prioritised, with the support of REACH and MQ-SUN (Maximizing the Quality of Scaling up Nutrition).

During the reporting year the Cost of Hunger study, that quantifies the economic and social costs of child malnutrition, was signed by the Minister of Health in Rwanda and launched during the National Food and Nutrition Summit in February 2014. The study was conducted in Burkina Faso and Ghana, while in Chad, it started in late 2014. REACH in Chad was instrumental in advocating for the study to be conducted there, as the country was not among the original pilot countries for the study. Similarly, PROFILES, an evidence-based advocacy tool that aims to strengthen political and social commitment to nutrition, was updated in Mali and Tanzania.

1.4 Joint communications and advocacy strategy
REACH has facilitated the development of advocacy and communication strategies in most countries. In 2014, these strategies were developed in Bangladesh, Nepal, Uganda and Tanzania. Overall, advocacy to increase high-level commitment in nutrition continued in most countries. Some examples of how REACH contributed to advocacy and communication activities as well as the main objectives of this involvement are highlighted below:

- **Developing harmonised advocacy and communication messages**: In Uganda, Nepal and Mozambique, REACH supported the development of harmonised advocacy messages and materials. This will help build awareness and mobilize decision makers/leaders to take action and increase investments for reducing stunting.

- **Elevating nutrition as a high-level government priority**: Engagement of high-level government officials continued in Bangladesh thanks to REACH support. In addition to the nutrition common narrative, a participatory video was developed (in Bangla, with English subtitles) under the auspices of REACH to give voice to local people’s concerns, challenges and perceptions about undernutrition, calling the attention of policy makers and programmers. The video, produced in Satkhira District, focuses on the underlying causes of undernutrition (household food insecurity, inadequate health services, unhealthy household environment and inadequate care and feeding practices) and emphasises stark gender disparities. The film was widely disseminated and film screenings were held across the country and internationally. It was recognised as a ‘Best Practice’ nutrition advocacy tool by the global SUN Movement and the Zero Hunger Challenge initiative.

High-level advocacy also targeted parliamentarians. REACH Bangladesh helped engage of the Speaker of Parliament in September 2014, who asked the UN agencies to organise a seminar about nutrition for parliamentarians. In Nepal, an advocacy event with Parliamentarians (Constitution Assembly) was held to sensitize them on the importance of nutrition for national development by introducing the MSNP and its outcomes. A “Multi-sector Nutrition Plan Orientation” event for senior officials of all relevant ministries was also held in order to reaffirm their understanding and commitment to the implementation of the MSNP. The Tanzania CSO

---

3 The Cost of Hunger study is a multi-country project, which is led by the African Union Commission and the NEPAD Planning and Coordinating Agency. It is supported by WFP as well as the UN Economic Commission for Africa.

4 The PROFILES tool is one of FANTA III’s advocacy tools and is available at www.fantaproject.org/tools/profiles.


network, in collaboration with REACH, supported the Parliamentary Group on Food Security, Nutrition and Child Rights with the articulation of nutrition recommendations to be integrated into political manifestos in preparation for the 2015 presidential elections.

Launch of the Mali policy documents

In Mali, a high-level advocacy event was held to launch the national nutrition policy, multi-sectoral action plan and communication plan, and attracted extensive media coverage. The event took place under the leadership of the Minister of Health in the presence of over 100 high-level officials from different Ministries, donors, UN agencies, NGOs, civil society and the private sector.

In Burundi, the steering committee of the multi-sectoral platform launched two of the four-six core actions stipulated by the multi-sectoral strategic plan, namely: (1) kitchen garden (for promotion of diet diversification & infant and young child feeding); and (2) tippy tap (for WASH promotion). These actions will provide quick and sustainable results in Ngozi province.

Rwanda’s multi-sectoral campaign “A Thousand Days in the Land of a Thousand Hills” continued in 2014. Messages for the first 1000 days campaign were delivered during the FIFA World Cup that was screened in 18 districts and one refugee camp as part of the "World Cup in My Village Initiative". This was primarily funded by UNICEF and partly with REACH resources.

REACH has also encouraged the identification and empowerment of nutrition champions. A famous, young singing Buddhist Nun was identified as a nutrition advocate in Nepal, whereas in Mali a nutrition champion from the Ministry of Agriculture was identified. Graça Machel was engaged to champion nutrition in Mozambique in addition to her strong advocacy for girls’ education.

Outcome 2: Strengthened national policies and programmes

2.1 Integration of nutrition into national and UN development strategies/plans

Most countries have already integrated nutrition into the national development strategies/plans and the United Nations Development Assistance Frameworks/Plans (UNDAF/UNDAP). In Chad, efforts are on-going to ensure that nutrition is included in the next 'Plan National de Développement' (2016-2019). In countries where such strategies/frameworks are expiring, the focus was oriented towards ensuring that nutrition is reflected in the new versions. For instance, REACH supported the Uganda Nutrition Action Plan (UNAP) Coordination Secretariat with the development of a nutrition issues paper to advocate for nutrition in the second National Development Plan II (2016-2020). In Bangladesh, REACH was requested by the Government to facilitate the drafting of a Background Paper on Nutrition to inform the country’s 7th Five Year Plan. REACH, in collaboration with the Tanzania Food and Nutrition Centre (TFNC), supported the development of a technical paper on Tanzania’s Nutrition Vision 2025 (a 10-year vision on scaling up nutrition to eliminate malnutrition) to inform the new national development strategy, as the current one is due to expire in 2015. The paper was submitted to the President.
2.2 Review and enhancement of multi-sector National Nutrition Policy/Strategy/Action Plan

Most countries have nutrition policies or plans that guide the scale-up of nutrition actions (see Table 1). In some countries, the national nutrition policies were undergoing a review (e.g. Bangladesh, Nepal, Tanzania and Uganda). REACH also worked to foster the integration of nutrition actions into sectoral policies. These efforts drew upon the findings of the REACH Policy Overview, conducted in Ghana, Nepal (see excerpt from the Nepal Policy Overview) and Niger, which ascertains the extent to which nutrition is covered in relevant sector and sub-sector policies and strategies.

Burundi drafted its first multi-sectoral nutrition strategic plan, which is being costed with UNICEF support, whereas Chad has already costed its multi-sectoral plan. Moreover, Ghana was drafting a multi-sectoral plan, while Tanzania was focussing on reviewing and updating its action plan. In Mozambique, REACH facilitated the mid-term review of the Multi-sectoral Action Plan for the Reduction of Chronic Undernutrition (PAMRDC) supported by DANIDA and SETSAN.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Bangladesh</td>
<td>1997 Revised in 2014</td>
<td>-</td>
</tr>
<tr>
<td>Burundi</td>
<td>2011-2020 TID</td>
<td>Nepal Agricultural Research Council</td>
</tr>
<tr>
<td>Chad</td>
<td>2014-2025 To be endorsed</td>
<td>-</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>2008 Endorsed</td>
<td>2013-2015 Endorsed</td>
</tr>
<tr>
<td>Ghana</td>
<td>Open ended To be endorsed</td>
<td>- Under development</td>
</tr>
<tr>
<td>Mali</td>
<td>2012-2021 Endorsed</td>
<td>2014-2018 Endorsed</td>
</tr>
<tr>
<td>Niger</td>
<td>2013-2022 Draft to be reviewed</td>
<td>2013-2017 Draft to be reviewed</td>
</tr>
<tr>
<td>Rwanda</td>
<td>2013 Endorsed</td>
<td>2013-2018 Endorsed</td>
</tr>
<tr>
<td>Tanzania</td>
<td>1992 Revised in 2014; to be endorsed</td>
<td>2011-2016 Endorsed</td>
</tr>
<tr>
<td>Uganda</td>
<td>2003 Under review</td>
<td>2011-2016 Endorsed</td>
</tr>
</tbody>
</table>

Table 1: Current status of national nutrition policies/strategy and plans in 12 REACH countries
2.3 Integration of priority nutrition actions into work plans of relevant ministries

REACH facilitates and supports the integration of core nutrition actions into relevant sector plans to help ensure that nutrition is prioritised and that the plans are resourced. This necessitates sensitisation and capacity building support to all relevant sectors.

In Ghana, efforts continued to support mainstreaming of nutrition actions within key sector plans. REACH facilitated a sector-wide workshop on nutrition-agriculture linkages to sensitize/build capacity on nutrition and identify nutrition priorities for the Ministry of Food and Agriculture. Moreover, REACH helped the Ministry organize planning workshops to develop the agriculture sector action plan, with a view to supporting the implementation of the National Nutrition Policy. This process resulted in the integration of nutrition into the Medium Term Agriculture Sector Investment Plan (METASIP). Similar support will be extended to other key sectors. In Mozambique, REACH provided support to the sectors to review their annual work plans during the government 2014/2015 annual planning cycle. As a result, seven sectors have integrated nutrition actions in their 2015 annual budget plans.

In Tanzania, all sectors were engaged through a joint multi-sector review, initiated by REACH in collaboration with the Prime Minister Office, TFNC, Ministry of Health, USAID, Food and Nutrition Technical Assistance (FANTA), and Irish Aid. The workshop sought to review the implementation status of the National Nutrition Strategy and coordination mechanisms. Similarly, it provided a forum to identify key recommendations for submission to the High Level Steering Committee on Nutrition. The government and stakeholders have since recommended that a review workshop be held on an annual basis; multiple development partners have expressed willingness to support these future events. The review thereby serves as a platform to further sensitise and engage with sectors on the integration of nutrition into their plans.

2.4 Integration of priority nutrition actions into relevant sub-national plans

REACH has continued to support the planning process at the sub-national level (see Table 2). These concerted efforts have led to the below results:

- **Integration of nutrition into sub-national plans:** The following countries have integrated nutrition into sub-national plans: Mozambique, Nepal, Niger and Rwanda. In Nepal, the National Nutrition and Food Security Secretariat (NNFSS) provided technical support to review and analyse multi-sectoral plans in the six MSNP priority districts, including their respective budgets and to align them to the budget cycle. These efforts prompted the government to allocate funding to support the operationalization of these district plans.

- **A Government's call to scale-up support to additional districts:** Following support provided to selected sub-national units, governments are demanding country-wide coverage. For example, in Niger, upon a visit to some of the 11 communes of convergence, which had completed their plans, the President directed that all the communes (265) should review their plans to ensure that food and nutrition are adequately integrated using the communes of convergence approach. In Uganda, the Prime Minister required that all 112 districts be familiarized with the Uganda Nutrition Action Plan. Following the directive, REACH supported district orientations in 23 districts in 2014.
Table 2: Current status of decentralised planning

<table>
<thead>
<tr>
<th>Country</th>
<th>Targeted Sub-National Units</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ghana</td>
<td>50 districts (in three northern provinces)</td>
<td>Draft guidelines developed by the National Development Planning Commission to support planning in all 216 districts. On-going support to integrate nutrition into the district Medium Term Development Plans (2014-2017) in 50 districts.</td>
</tr>
<tr>
<td>Mali</td>
<td>8 regions</td>
<td>National nutrition policy, multi-sectoral strategic plan and communication plan disseminated/presented in two regions (Sikasso, Kayes)</td>
</tr>
<tr>
<td>Mozambique</td>
<td>11 provinces</td>
<td>Provincial plans approved in 4 provinces, completed in 1 province, being developed in 4 other provinces</td>
</tr>
<tr>
<td>Nepal</td>
<td>18 districts</td>
<td>6 priority district Multi-Sectoral Nutrition Plans reviewed, costed and linked to the annual budget cycle</td>
</tr>
<tr>
<td>Niger</td>
<td>35 communes de convergence</td>
<td>11 communes have completed costed nutrition and food security action plans.</td>
</tr>
<tr>
<td>Rwanda</td>
<td>30 districts</td>
<td>30 District Plans to Eliminate Malnutrition (DPEMs) completed, 2 DPEMs reviewed to align to 1000 days campaign</td>
</tr>
<tr>
<td>Uganda</td>
<td>112 districts</td>
<td>66 district orientations on Uganda Nutrition Action Plan undertaken</td>
</tr>
</tbody>
</table>

Outcome 3: Increased human and institutional capacity at all levels

3.1 Establishment and/or functionality of multi-sector nutrition coordination mechanisms

Most of the countries have already established multi-stakeholder and multi-sectoral platforms, consisting of both high-level and technical level mechanisms. However, Bangladesh is a particular case, whereby two separate mechanisms exist and are supported by two ministries. The UN REACH partner agencies and development partners are advocating for the creation of an overarching multi-sectoral mechanism in the country. In countries where these mechanisms have been established, the hosting arrangements are either at the supra-ministerial level or in a line ministry (see Table 3 and Table 4).

Table 3: High-Level Coordination Mechanisms

<table>
<thead>
<tr>
<th>Level</th>
<th>Category</th>
<th>Ministry/agency</th>
<th>Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supra-ministerial</td>
<td>Host</td>
<td>Office of the President</td>
<td>Niger</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Prime Minister’s Office/Vice President</td>
<td>Burundi, Chad, Rwanda, Tanzania, Uganda</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Development Planning Commission</td>
<td>Nepal</td>
</tr>
<tr>
<td></td>
<td>Chair</td>
<td>Same as host</td>
<td>Burundi, Chad, Nepal, Tanzania, Uganda</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Delegated to the Ministry of Health</td>
<td>Niger, Rwanda</td>
</tr>
<tr>
<td>Line Ministry</td>
<td>Host &amp; Chair</td>
<td>Ministry of Health</td>
<td>Ethiopia, Mali</td>
</tr>
<tr>
<td>Both</td>
<td>Membership</td>
<td>All government – Ministers and Senior Civil servants (Permanent secretaries and Directors)</td>
<td>Burundi, Mozambique*, Nepal, Rwanda, Uganda</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Government and other stakeholders</td>
<td>Chad, Niger, Tanzania, Ethiopia, Mali</td>
</tr>
</tbody>
</table>

* No high-level mechanism has been established in Mozambique, but reporting is done to the Council of Ministers, whose members are Ministers (or deputies) and their advisors
Table 4: Technical level nutrition coordination mechanisms

<table>
<thead>
<tr>
<th>Category</th>
<th>Ministry/agency</th>
<th>Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>Prime Minister/Vice President</td>
<td>Burundi, Uganda</td>
</tr>
<tr>
<td></td>
<td>National Planning Commission</td>
<td>Ghana, Nepal</td>
</tr>
<tr>
<td></td>
<td>Ministry of Health</td>
<td>Chad, Ethiopia, Mali, Niger, Rwanda, Tanzania</td>
</tr>
<tr>
<td></td>
<td>Ministry of Agriculture</td>
<td>Mozambique</td>
</tr>
<tr>
<td>Membership</td>
<td>Government and other stakeholders</td>
<td>All countries</td>
</tr>
</tbody>
</table>

Note: Some countries have co-chairing arrangements with other Ministries, e.g. Ethiopia (Ministries of Agriculture & Education), Rwanda (Ministries of Agriculture and Local Government), Tanzania (Ministry of Agriculture). Burundi, Ghana, and Nepal have several technical working groups for specific activities.

REACH continued to support the operationalization of coordination mechanisms in various ways:

**a) Defining and setting up coordination structures**

In Burundi, REACH supported the launch of the high-level 'Steering Committee of the Food Security and Nutrition Multi-sectoral Platform'. The committee is comprised of: the 2nd Vice-President and seven ministers (Health, Agriculture, Environment, Communal Development, Finance, National Solidarity and Commerce). REACH also facilitated the development of terms of reference of ten technical working groups with nominations of focal points, which were signed by the Second-Vice President. Similarly, REACH supported the Government of Chad with the establishment of the National Council for Nutrition and Food, presided by the Prime Minister, and the formalization of the multi-sectoral Permanent Technical Committee for Nutrition. In Ghana, REACH facilitated the articulation of nutrition coordination structures through a capacity gap assessment exercise. REACH/NNFSS helped establish three multi-sector, multi-stakeholder working groups in Nepal, which address the following areas: (1) advocacy & communications; (2) M&E/management information systems; and (3) capacity development.

REACH is also supporting the establishment and strengthening of nutrition multi-sectoral and multi-stakeholder coordination mechanisms at the sub-national level. For instance, REACH facilitated the creation of a Regional Committee for Nutrition and Food in Chad. REACH is also continuing to support multi-sectoral steering committees in the three northern regions (established last year) of Ghana, which have been coordinating regional multi-sectoral nutrition review and planning workshops. In Nepal, REACH facilitated the establishment of the coordination mechanisms in six priority districts.

**b) Strengthening stakeholder networks**

REACH facilitates and provides support to SUN networks, including their establishment and/or launch at the country level especially the CSO Network. Specifically, REACH provided:

- **Support with the establishment of networks:** In 2014, REACH facilitated the establishment and launch of the CSO network in Burundi, Mali and Rwanda. Support was also provided with the establishment and endorsement of the terms of reference for the network in Burundi. Furthermore, REACH has facilitated the establishment of the academia platform in Nepal, which brings together national and international institutions/organisations involved in research, with a view to sharing information, discussing, planning and coordinating research, studies, and other relevant activities. Efforts are also on-going in Nepal to establish a private sector platform.
Technical support: REACH provided support to the CSO network to mobilise resources from the Multi-Partner Trust Fund as well as follow-up support to review progress of implementation and reporting. In Nepal, REACH also provided advisory support through the NNFSS to the CSO alliance network (established in 2014), particularly in planning, capacity development, M&E and advocacy. REACH has provided support in the development of a CSO Network advocacy plan for Satkhira district in Bangladesh.

Facilitation of cross-country learning: REACH has created opportunities for the stakeholder networks to learn from each other across countries. For example, REACH facilitated an exchange visit between Bangladesh and Nepal CSOs to share experiences and build their capacity for advocacy.

3.2 Strengthening of institutional and human capacity for nutrition in government

One of the core roles of REACH is to build the capacity of government to effectively support multi-sectoral and multi-stakeholder coordination of nutrition actions, by strengthening institutional and individual capacities on nutrition governance.

a) Institutional capacities

In general, the management of nutrition multi-sectoral and multi-stakeholder coordination platforms - both at national and sub-national levels - is a function delegated to either a nutrition secretariat or a line ministry. Almost all countries have established secretariats, though hosting arrangements differ among countries (see Table 5).

Table 5: Hosting arrangements of Nutrition Secretariats

<table>
<thead>
<tr>
<th>Category</th>
<th>Ministry/agency</th>
<th>Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Host</td>
<td>Office of the President</td>
<td>Niger</td>
</tr>
<tr>
<td></td>
<td>Prime Minister/Vice President</td>
<td>Burundi, Uganda</td>
</tr>
<tr>
<td></td>
<td>National Planning Commission</td>
<td>Ghana, Nepal</td>
</tr>
<tr>
<td></td>
<td>Ministry of Health</td>
<td>Chad, Ethiopia, Mali, Rwanda, Tanzania*</td>
</tr>
<tr>
<td></td>
<td>Ministry of Agriculture</td>
<td>Mozambique*</td>
</tr>
</tbody>
</table>

*Note: Nutrition Secretariats with additional technical roles are TFNC (Tanzania) and SETSAN (Mozambique)

REACH facilitators are either based in government offices or extend a considerable amount of their time supporting the government’s work on managing multi-sectoral nutrition issues. These include routine tasks, such as convening multi-stakeholder meetings, preparing documentation and reporting, and compiling progress reports, and participation in SUN processes, among other tasks.

Concerted advocacy efforts by the UN REACH Agencies prompted Mali’s Minister of Health to approve the establishment of a ‘cellule de coordination’ to coordinate the implementation of the multi-sectoral action plan.

Follow-up actions to implement recommendations from the capacity gap assessment conducted in Mozambique and Tanzania are on-going. In Tanzania, a new Board of Directors for TFNC has been established and a strategic plan has been developed for TFNC to address some of the capacity gaps. The SETSAN team participated in a leadership and strategic management seminar as part of greater capacity development efforts that REACH is supporting in Mozambique. Furthermore, an evaluation of provincial government staff focal points was conducted, including a mapping of competencies, based on the recommendations from the seminar.
In Ghana, the REACH Secretariat conducted a capacity gap assessment to assess additional capacity requirements to establish a fully functional secretariat in the National Development Planning Commission (NDPC). The findings will inform the nutrition governance component of the nutrition action plan currently under development. In Nepal, a process started in 2014 to determine a long-term strategy, legal status and institutionalisation of the National Nutrition and Food Security Secretariat as a fully owned government body. In Niger, there is an on-going assessment of capacities at all levels supported by FAO (funded by REACH).

**b) Individual capacities**

REACH continues working with SUN focal points, national secretariats and sector focal points, among other key individuals, providing coaching and/or training support on an array of nutrition governance functions. In addition to coaching, capacity development trainings on aspects of nutrition governance (e.g. planning, coordination and M&E) have been conducted in various countries (see Table 6).

Countries have also developed guidance materials such as manuals and Training of Trainers packages to facilitate capacity development of relevant personnel. For instance, REACH supported Ghana’s NDPC with the development of nutrition planning guidelines. In Nepal, M&E guidelines and training materials for the MSNP have also been developed and will be used for training sector and district M&E officers. A journalist training manual on nutrition and food security has also been developed and the training has been rolled out in 22 districts across the country in collaboration and with financial support of the World Bank. 75 journalists (print/digital/TV/Radio/online) were trained on nutrition and food security issues. Similarly, a journalist training programme has been established in Bangladesh and will be rolled out across the country (in 64 districts). REACH has been discussing this with the Children’s Investment Fund Foundation (CIFF), who may fund it for one to two years.

**Table 6: Capacity development trainings on nutrition governance**

<table>
<thead>
<tr>
<th>Country</th>
<th>Training specifics</th>
<th>Individuals trained</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Monitoring and evaluation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rwanda</td>
<td>Operationalization of the Development Information System (DevInfo)</td>
<td>Data managers and nutritionists in 17 districts</td>
</tr>
<tr>
<td>Mozambique</td>
<td>Compilation and analysis of the M&amp;E framework at central and provincial level</td>
<td>SETSAN at central and provincial level</td>
</tr>
<tr>
<td><strong>Budgeting and planning</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ghana</td>
<td>Nutrition planning guidelines</td>
<td>Sector and district planners</td>
</tr>
<tr>
<td>Nepal</td>
<td>Training of Trainers for planning and budgeting</td>
<td>Sector focal points of relevant departments in the six priority districts</td>
</tr>
<tr>
<td><strong>Governance and Management</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mali</td>
<td>Importance of multi-sectoral nutrition</td>
<td>Members of the Inter-Sectoral Technical Committee on Nutrition &amp; Secretariat Restreint</td>
</tr>
<tr>
<td>Nepal</td>
<td>Nutrition and food security issues</td>
<td>75 journalists, 22 districts</td>
</tr>
<tr>
<td>Niger</td>
<td>REACH process and tools</td>
<td>Regional REACH facilitators and coordinators</td>
</tr>
<tr>
<td>Bangladesh</td>
<td>Advocacy and communication: ability to report on nutrition accurately, ethically, vividly and across sectors</td>
<td>Media correspondents in 25 districts</td>
</tr>
</tbody>
</table>
3.3 Knowledge-sharing network for exchange of good programming practices

REACH promotes knowledge-sharing at the country level, whereby activities and platforms vary from country to country.

a) Knowledge-sharing events

In 2014, REACH facilitated the organisation of nutrition related high-level knowledge sharing events. In Rwanda, the third National Food and Nutrition Summit was organised in February 2014, focusing on the importance of the first 1000 days. The event attracted more than 350 national and international participants. The Secretary General of the HC3N joined the summit to share Niger’s experience on multi-sectoral coordination. The event provided an opportunity to release the Cost of Hunger report, launch the updated national nutrition policy and strategy, and showcase the coordinated approach of the UN in the One UN joint programme.

b) Learning visits

There is an increasing urge for countries to learn from each other’s experiences. In 2014, REACH facilitated learning visits between several countries to share experiences on coordination, advocacy and communication, planning and sector-specific nutrition work. For example, REACH Ghana sponsored a team of technicians from Ghana’s Ministry of Agriculture and Food to travel to and learn about how Rwanda is integrating nutrition into their agricultural programmes.

c) Knowledge sharing portals

In Niger, REACH supported the operationalization of the 3N Initiative Website (making it more interactive), which also links to different nutrition-related websites. REACH Nepal started developing a Nutrition and Food Security Portal in 2014 to serve as a “one-stop” access to all relevant information about nutrition and food security, with a view to enhancing information sharing and management. The data and information (stakeholder mapping data, studies, research and assessments, etc.) can be selected by the user and presented in form of tables or maps in order to facilitate a series of governance functions, such as planning. The design and contents are being developed in close consultation with the stakeholders, who shall be the stewards of the various parts.

Outcome 4: Increased effectiveness and accountability

4.1 Multi-sectoral responsibilities and accountability matrix

Comprehensive M&E frameworks are an essential element for effective management of multi-sectoral and multi-stakeholder actions. Countries continued to develop M&E frameworks for their action plans. Uganda completed the M&E framework, supported by the World Bank, while REACH is supporting the development of an M&E framework in Ghana.

Mozambique and Nepal reviewed their existing M&E frameworks in 2014 to make them more feasible, robust and implementable. In Nepal, the M&E framework was reviewed by the M&E working group with facilitation by REACH via the NNFSS. This included review of indicators for each sector, creation of sector-specific and one consolidated M&E framework with technical support from the University of Washington (funded by UNICEF). The revised framework was presented to and endorsed by the National Nutrition and Food Security Coordination Committee. In addition, an assessment of all existing sector information systems has been completed and nutrition indicators that are currently being tracked through these Management Information Systems (MIS) have been determined. An international consultant has been seconded from BCG to support the development and implementation of an M&E system for nutrition in Rwanda.
4.2 Creation, implementation of multi-sectoral nutrition monitoring system & linkages to accountability

Monitoring is an essential element of good governance, management and accountability of multi-sectoral nutrition actions. Most countries have yet to put in place a mechanism for tracking the implementation of their national nutrition plans. Governments are increasingly expressing interest and/or requesting support to set-up nutrition scorecards that facilitate tracking commitments, implementation progress, and decision-making.

Mozambique, Nepal and Rwanda embarked on the process of establishing an implementation tracking mechanism. Leveraging the expertise of BCG, REACH Mozambique supported SETSAN with the establishment of an implementation tracking mechanism (includes a coverage dashboard), at national level and in Sofala Province. Once fully operationalized, it will be used to monitor the progress on the PAMRDC. REACH also provided training to key development partners and SETSAN colleagues to enable them to support the development of provincial frameworks/implementation tracking mechanisms. REACH in Nepal has, likewise, facilitated the development of a framework for implementation tracking that includes sector and consolidated dashboards. Sector and district capacities will need to be built to operationalise the mechanism.

In 2014, some countries received support from MQ-SUN to establish a financial tracking mechanism such as Ghana, Nepal and Mali. In Ghana, REACH helped align the overall costing template for nutrition actions to the national budgetary framework of the Ministry of Finance. REACH also supported a national costing consultant and worked with the MQ-SUN team to help the NDPC and sectors develop costing templates. This work will support prioritisation of nutrition in the annual budget plans as well as expenditure tracking. The Public Expenditure Review of nutrition expenditures that was undertaken in Tanzania in 2013, has since informed the development of the national advocacy strategy and the review of the nutrition policy.

4.3 Strengthening of UN efforts in nutrition

REACH supports the facilitation of UN coordination at country-level. In this capacity, REACH helps establish the UN Network at country level. UN Resident Coordinators play a role as convenors of the UN Country Team to ensure that nutrition is tabled regularly and that the work of the UN Network is advancing as planned. While UN coordination remains a challenge in many countries, it is clear that countries are taking some positive steps to enhance joint approaches and actions in nutrition.

The UN at country level is progressively moving to better organise themselves in nutrition and speak in one voice. For instance, efforts were initiated in 2014 to better articulate nutrition in the UNDAP for Tanzania. Rwanda is the most advanced in showcasing joint UN action through joint UN programming. REACH facilitated the expansion of the nutrition programme (established in 2013), which now covers 18 districts. In two of the 18 districts the nutrition programme is jointly led by the four REACH partner agencies which helped conduct a baseline survey in 2014. Rwanda has also drafted a UN nutrition flagship programme for the period July 2014–June 2018. The need to reach out to other UN agencies is also emerging through the flagship programme. Niger and Uganda have also embarked on the development of the UN nutrition strategy as part of the REACH facilitation support, whereas REACH Mozambique commenced a UN inventory of nutrition actions in late 2014. In Ghana, the UN is also developing an advocacy strategy to assist with the harmonization of messaging on nutrition and other related support among the UN agencies.

Refer to Annex 2 for country nutrition & coverage indicators\(^2\) & Annex 3 for details on country progress.

---

\(^2\) Data has been gathered for the 8 DFATD-funded countries.
3. REACH Country Support
The REACH Secretariat provides routine guidance and oversight to the facilitators to help them achieve the planned deliverables. To this end, the REACH Secretariat continued conducting routine country support calls and missions supplemented with monthly facilitator teleconferences. Formal monitoring of country progress and status of deliverables continued on a semi-annual basis in all countries. This helped identify support needs, both in terms of the REACH facilitation and analytical work, in each country. Moreover, the REACH Secretariat also engaged with REACH Country Committees (RCC)\(^8\) in all countries to discuss country progress, and seek their opinion on transition arrangements, among other issues. The discussions with the RCCs also provided an opportunity to introduce the UN Network for SUN and its role at the country level.

The REACH Secretariat also continued to provide assistance to facilitators on analytical exercises in the REACH toolkit, such as the nutrition analysis, stakeholder and nutrition action mapping and policy overview, among others. This support encompassed regular coaching calls on these methodologies and deliverables, quality assurance of outputs and the like. In some cases, additional human resources were leveraged through partnerships with BCG, consultants and interns. For example, the REACH Secretariat recruited and backstopped Columbia University interns, who provided support to Burkina Faso, Ghana, Nepal, Niger, Senegal and Uganda.

To further strengthen and ensure quality support, the REACH Secretariat updated guidance and tools, and furthermore, made such materials more accessible by posting them on the new REACH Knowledge Sharing Portal (see section 4 on Knowledge Management).

3.1 REACH Secretariat capacity
The REACH Secretariat established a facilitator roster with a view to expediting the deployment of international facilitators to new REACH countries and responding to the growing demand for REACH. The roster has been very useful in filling the facilitator positions, particularly since those positions require a unique skillset.

The REACH Secretariat staff capacity was also expanded. Two streams of country support were established: one on analytical support and one on day-to-day programmatic support. This has enabled the secretariat to provide closer and timely support to the facilitators. It has also enabled it to refine its analytical tools more easily so as to keep abreast with the developments in the international nutrition community, and safeguard its innovative dynamic.

---

\(^8\) The REACH Country Committee (RCC) serves as the formal governing body of REACH in-country, thereby officially overseeing REACH-supported activities stipulated by the REACH Country Implementation Plan. It is typically comprised of the Country Director/Country Representative of the partner agencies or their designated alternate (e.g. Deputy). In other REACH countries, the UN nutrition focal points are members of the RCC.
3.2 REACH Guidance and Materials

REACH further developed and refined its tools and guidance materials to better support emerging country needs. These tools and resources include the: (1) Scaling-Up Nutrition Planning and Monitoring Tool; (2) Policy Overview; (3) Functional Capacity Assessment; (4) UN Nutrition Strategy; (5) Compendium of Actions for Nutrition; and (6) Nutrition Information System Landscape Analysis & Library.

1) Scaling-Up Nutrition Planning and Monitoring Tool (SUN PMT)

Based on information from the Nutrition Information System landscape analysis and previous country experiences with mapping, the REACH Secretariat with support from BCG reviewed and upgraded the excel-based stakeholder mapping tool. The new version reflects greater multi-sectorality and includes both nutrition-specific and nutrition-sensitive actions, and is more user-friendly. Furthermore, the new tool better enables mapping to be undertaken at decentralised levels and facilitates the preparation of supporting visual outputs. The review of the tool was also intended to help coordinate the many parallel mapping initiatives by engaging relevant stakeholders at country, regional and/or global level in its design. The tool is expected to guide stakeholder dialogue on how and where to scale up nutrition in a country as well as allow for monitoring of implementation of national nutrition plans.

The tool now encompasses two components, namely: a) stakeholder and nutrition action mapping and b) implementation tracking (including coverage dashboard). The tool, uses outputs from the nutrition analysis and provides information to answer four main questions: (1) who does what where; (2) what coverage of beneficiaries is reached for core nutrition actions; (3) via which delivery mechanisms; and (4) whether targets are achieved over time. The tool can be tailored to individual country context, e.g. core nutrition actions and specific delivery mechanisms. It is accompanied by an extensive user guide along with an overview presentation, which also depicts illustrative outputs. The tool has been presented to partner agencies and in various international meetings. It has also been used in conjunction with other partners’ tools including WHO’s Landscape Analysis in Uganda.

The SUN PMT has been piloted in four countries (Ghana, Niger, Tanzania and Uganda), and is now being refined before the exercise is replicated in other countries. Moreover, the tool is being translated into French. Efforts are also underway to mobilize resources to migrate the tool into a web-based platform.

2) Policy Overview

In 2014, the REACH Secretariat refined the methodology for the Policy Overview, taking stock of previous country experiences and country needs. A template was created, whereby guidance is directly embedded, to help guide these efforts in-country. The template makes a concerted effort to portray
multi-sectorality and to encourage consideration to both nutrition-specific and nutrition-sensitive actions. Like other REACH analytical tools, it draws upon visuals to depict trends and a consultative process with partners and key stakeholders such as the SUN focal point.

The exercise primarily encompasses a review of legal, policy and strategy frameworks, both multi-sectoral for nutrition and sectoral (and sub-sectoral as appropriate and available), so as to determine the extent to which these frameworks reflect nutrition. Essentially, nutrition-related policies and strategies are scored against defined rating criteria, with scope to tailor the review to the country context (e.g. add rating streams). Opportunities for further integrating nutrition into such policies and/or strategies is identified based on the findings of the exercise.

The final part of the exercise highlights the main characteristics of the national nutrition policy and/or strategy, acknowledging whether nutrition governance (including nutrition coordination mechanisms) are discussed and the extent to which the ‘core nutrition actions’ are included. Gaps in the above areas are highlighted so as to inform future reviews of the national nutrition policy.

3) Nutrition Governance Capacity Gap Assessment
The capacity gap assessment tool assesses functional capacities of relevant institutions to facilitate a multi-sector and multi-stakeholder coordinated implementation of national nutrition plans. The capacity assessment exercise is expected to identify gaps and also help countries establish a capacity development plan. The capacity gap assessment was adapted from the United Nations Development Programme capacity assessment framework consisting of three dimensions:

i. **Functional capacities**: The framework identifies five broad functional capacities essential for effective nutrition governance: (1) engaging in multi-stakeholder dialogues and partnerships; (2) assessing a situation and creating a vision and mandate; (3) formulating policies and strategies; (4) budgeting, managing and implementing; and (5) monitoring, evaluating and learning.

ii. **Conditions necessary for success**: The framework recognises that the ability to build the five functional capacities listed above is determined by three interrelated dimensions: (1) an enabling environment; (2) the organizational structure; and (3) the individuals involved.

iii. **Cross-cutting issues**: Five cross-cutting core issues considered include: (1) leadership and commitment; (2) institutional arrangements; (3) multi-sector coordination; (4) knowledge sharing; and (5) accountability mechanisms.

The tool defines a nutrition governance capability maturity scale for each of the five functional capacities. The scale identifies the following five levels, indicating different levels of maturity: (1) no
evidence of capacity; (2) weak capacity; (3) medium capacity; (4) well-established capacity; and (5) full capacity. As a country progresses in the scale, the level of institutionalisation and operationalization should be more evident.

4) UN Nutrition Strategy
In line with the objectives of the UN Network for SUN, countries are encouraged to develop a common UN strategy on nutrition such that the common UN contributions to supporting national nutrition efforts can be articulated clearly, concisely and with one UN voice. REACH facilitators are positioned to play a key role in guiding the development of these strategies through facilitating discussions between relevant UN partners that provide nutrition assistance - be it normative guidance, programming support, etc. - in the country.

Once completed, the UN Nutrition Strategy is expected to serve multiple purposes. First, it will provide a concise summary of UN contributions in line with national plans/investments in reducing child and maternal undernutrition. Secondly, it will identify needs that are not being addressed or could be addressed more efficiently or effectively. Thirdly, the strategy will serve as an effective reference document for advocacy efforts on addressing undernutrition and continued advisory discussions with national government counterparts.

The REACH Secretariat refined a UN Nutrition Strategy template in 2014, which outlines the key questions and content that a strong strategy document should address. Two countries (Mozambique and Ghana) have participated in a pilot, where they are receiving targeted coaching/facilitation skills training in order to assist them in optimizing the results from the process of generating these UN strategy documents. The coaching will continue in 2015, the results of which will inform a decision on how this kind of support/skills training could be delivered in the most cost effective manner in the future. In Niger and Uganda the development of UN nutrition strategy is on-going.

5) Compendium of Actions for Nutrition (CAN)
In 2014, a zero draft of the Compendium of Actions for Nutrition (CAN), formerly called the Nutrition Action Guides, was completed in collaboration with the REACH partner agencies (FAO, WHO, UNICEF and WFP). The CAN reflects a joint effort to develop a ‘1-stop-shop’ of nutrition actions across sectors that better equips REACH facilitators to facilitate multi-sectoral dialogue about nutrition governance, leveraging the expertise of the partner agencies. It is also testament to the commitment of the agencies to come together and strengthen the UN Network.

The process of developing the CAN has drawn upon bilateral exchanges with a range of colleagues from the partner agencies, which continued into 2014, as well as a series of inter-agency consultations to align approaches and promote coherence among the UN agencies. The work on the emerging CAN (i.e. through a brochure) was showcased at the market place during the SUN Movement Global Gathering and during the ICN2 conference, both held in November 2014, where it stimulated the interest of focal points from diverse SUN networks. As partners worked to review the zero draft during the second semester of the year for finalization in 2015, a graphic design was elaborated that helps depict the multi-dimensional aspects of nutrition and ensure that the compendium’s content is readily accessible to users. Further work is on-going by the UN agencies to finalize the CAN for release in 2015.
3.3 REACH Monitoring & Evaluation

An external evaluation of the original DFATD-funded REACH engagements in eight countries was initiated in 2014. The countries include Bangladesh, Ghana, Mali, Mozambique, Nepal, Rwanda, Tanzania, and Uganda. The evaluation is being overseen by the WFP Office of Evaluation together with an Evaluation Management Group, composed of members of four UN REACH partner agencies and DFATD. The evaluation aims to assess the relevance, efficiency, effectiveness and sustainability of REACH via desk reviews, key informant interviews and country visits to be conducted in 2015. The evaluation will be performed by Mokoro Ltd., who is also responsible for the SUN Movement Independent Comprehensive Evaluation. The REACH evaluation is expected to strengthen REACH’s strategic direction and its complementarity with the SUN Movement’s vision.

In preparation for the external evaluation, country facilitator logs, which contain longitudinal qualitative data, were reviewed and synthesized with support from Columbia University. The synthesis papers highlight how multi-sectoral nutrition governance evolved in each country, noting key successes, enabling/disabling factors as well as the role of REACH in such developments. In addition, the REACH Secretariat is providing support to the eight countries with the data collection and analysis of the quantitative endline data, as stipulated by the REACH M&E framework.

The secretariat provides similar support to the other countries with M&E according to the stage of REACH implementation. For instance, the secretariat familiarised new facilitators on the REACH M&E framework and support instruments in 2014. It also helped facilitators in new REACH countries (Burkina Faso, Haiti and Senegal) initiate the gathering of baseline data for the REACH M&E assessment and facilitator log.

4. Knowledge Management and Communications

The REACH Secretariat supports knowledge-sharing among facilitators and also with external partners through the REACH website (public) and Knowledge Sharing Portal (private). News and country updates were uploaded on the public website as they became available. Following the remodelling of the REACH knowledge-sharing portal (2013), access was granted to all the REACH facilitators, REACH UN partner agencies and other interested parties (e.g. colleagues at the SUN Movement Secretariat, individuals engaged in other SUN networks, researchers) in 2014. Materials (e.g. tools/ templates, guidance, country files, knowledge sharing resources, etc.) are posted onto the portal, as they became available.

In addition to these web spaces, the REACH Secretariat updated a booklet, explaining the REACH approach backed with a compilation of analytical outputs from selected countries along the four outcomes. The secretariat also prepared posters and updated communications briefs about REACH to increase awareness about the REACH approach. These materials as well as the CAN brochure and the 2013 REACH annual report were displayed at the market place during the SUN Global Gathering and shared at the ICN2 in November 2014, where they were well-received by partners.

During the SUN Global Gathering in Rome, REACH organised meetings with the SUN focal points from participating REACH countries to facilitate cross-country experience sharing and obtain country feedback about the REACH approach, including the transitioning process. This was also a learning opportunity for new countries that have recently joined REACH (Burkina Faso, Haiti and Senegal).
4.1 Nutrition Information System Landscape Database

As part of developing the SUN PMT, the BCG consultants conducted a stock-taking exercise of nutrition information systems (NIS)/tools, with a special emphasis on existing nutrition-related mapping tools (e.g. FAO’s Mapping Actions for Food Security and Nutrition, WHO’s Landscape Analysis, etc.). The exercise identified 86 systems/tools with the space of population, nutrition and food security information systems being particularly ‘crowded’ (see below graphic). It also revealed that these systems often lack targets to improve the nutrition situation, multi-sectorality, accountability, and user-friendliness (the SUN PMT contributes to addressing some of these key gaps). The outputs of this exercise are a NIS database, library (including the tools/resources) of the NIS materials and PowerPoint presentation, describing the exercise and providing key conclusions. The work was presented to REACH partner agencies, SCN, SUN Movement Secretariat and at international meetings. The overview or ‘landscape analysis’ of NIS is hoped to catalyse efforts towards achieving greater harmonization, particularly among the UN partner agencies, rather than investing in new NIS.

86 systems/tools related to NIS & actors owning them mapped
Non-exhaustive, selected examples

5. Partnerships

The REACH Secretariat maintained and strengthened its partnerships during the course of 2014 (e.g. SUN Movement, Columbia University, BCG). These partnerships enrich staff capacity, create avenues for inter-institutional knowledge sharing and enable REACH to better carry out selected functions and activities.

5.1 SUN Movement

REACH has not only been working closely with the SUN Movement at the country level, but also at the global level. REACH participated in the regular SUN country calls and network facilitator calls in addition to attending face-to-face SUN Network facilitators’ meetings. REACH is also often called upon to address nutrition governance and UN Network issues as they arise. Moreover, REACH started
engaging in the four SUN Communities of Practice (COP) that were established in 2014; these match the needs of SUN countries and draw upon the expertise of the respective SUN networks.

The REACH Secretariat was actively involved in the 2014 SUN Movement Global Gathering, which was held on 16-18 November in Rome, Italy. REACH supported country level government participation and experience sharing in the event. REACH actively participated, presenting on certain topics and facilitating various COP sessions. Together with the SCN, REACH jointly organized the UN Network table at the market place, where REACH provided information to participants about the UN’s work, including that of the REACH partnership.

5.2 UN Network for SUN

The UN Network represents one of the five networks of the SUN Movement and refers to the collective efforts of the UN to support national governments in scaling up their nutrition actions. In March 2014, the WFP Executive Director, in her capacity as the UN Network Representative, sent a commitment letter (signed by the five UN heads of agencies FAO, UNICEF, WFP, WHO and IFAD) along with Frequently Asked Questions (guidance document) on the UN Network to all UN Resident Coordinators of the SUN countries to encourage them to engage the UN Network.

As a co-facilitator of the UN Network, the REACH Secretariat co-organised various meetings to strengthen the UN Network and share work undertaken at the country level. For instance, face-to-face meetings with the UN Network Technical Working Group were held in Rome in April and November 2014 to discuss strategic planning of the network. The meetings were attended by members of the REACH Secretariat and the UN Technical Working Group, other staff from UN partner agencies, SCN and representatives from the SUN Movement. One of the outcomes was the decision to elaborate a UN Network Vision and Strategy (as part of the UN Global Nutrition Agenda), and strengthen the UN Network.

The REACH Secretariat also contributed, together with SCN, to the organisation of a UN Network side event during the ICN2 that took place in Rome following the SUN Global Gathering. Three countries, Peru, Bangladesh and Rwanda shared best practices of work at country level.

5.3 Other partnerships

**WHO-ANI:** WHO with support from DFATD are implementing the Accelerating Nutrition Improvements in Sub-Saharan Africa (ANI) project which aims to strengthen nutrition surveillance systems in 11 high-burden sub-Saharan countries, of which eight are REACH countries (i.e. Burkina Faso, Ethiopia, Mali, Mozambique, Rwanda, Senegal, Tanzania and Uganda). The project is also committed to supporting the scale-up of nutrition actions in three high-burden sub-Saharan countries, namely: Ethiopia, Tanzania and Uganda. REACH is collaborating with WHO to ensure harmonisation of approaches in these countries. During this reporting year, REACH in collaboration with WHO supported seven districts in Tanzania and six districts in Uganda with the stakeholder and nutrition action mapping exercise, applying the upgraded SUN PMT.

**Academic Institutions:** REACH maintained and intensified collaboration with Columbia University, which provided five interns from May through August. The interns were deployed to Ghana, Nepal, Niger, Senegal and Uganda to support selected REACH work. Students from the same graduate school programme (Master of Public Administration in Development Practice) supported the facilitator log
synthesis papers of eight DFATD countries through a practicum course during the Fall 2014 semester, jointly overseen by the REACH Secretariat and a Columbia University Professor who is well-versed in nutrition governance research.

**Research Institutions:** REACH increasingly engaged in collaborative dialogue with colleagues from the International Food Policy Research Institute (IFPRI) on various nutrition governance related efforts and initiatives in 2014. Members of the REACH Secretariat participated in brainstorming discussions, ranging from the Cross-Sectoral Policy Framework for Food and Nutrition Security (FNS) being developed by IFPRI for FAO staff, and case studies (both REACH and Transform Nutrition’s ‘Stories of Change’), leveraging experiential learning about multi-sectoral action on nutrition. These discussions have helped identify synergies and promote coherence between complementary work streams. Similarly, strategic feedback was sought from colleagues regarding the work-in-progress CAN and selected analytical tools, which have helped bring increased technical rigour to these REACH materials.

**Private Sector:** The REACH Secretariat partnership with BCG continued throughout 2014. A BCG consultant that was seconded in September 2013 for a period of one year, continued to support countries with the establishment of a mechanism for tracking the implementation of multi-sectoral nutrition plans (Mozambique), and to backstop selected other REACH analytical exercises (e.g. Stakeholder and Nutrition Action Mapping). Additionally, a team of BCG consultants helped conduct the NIS Landscape Analysis and ensuing outputs and develop the SUN PMT. The BCG collaboration has also led to an additional secondment of a consultant in November 2014, who will be supporting work on M&E systems and the implementation of the SUN PMT in Rwanda for one year. Efforts are underway to develop partnerships with other members of the business sector.

6. Emerging Issues

**6.2 REACH Transition and Sustainability**

Seven countries are expected to transition in 2015. Most countries will have made good progress on REACH outcomes 1 and 2 and reasonable progress on outcomes 3 and 4. Notwithstanding, further support is needed to fulfil outcomes 3 and 4 in a number of countries in view of the increased complexity and timetable that is now appreciated regarding these dimensions of nutrition governance. Countries started to prepare a sustainability and transition plan, identifying responsibilities that will need to continue beyond 2015 to ensure government and UN agencies can support these actions.

The REACH Secretariat is also exploring strategies on how it can continue to support these countries remotely. Some of the emerging opportunities for further exploration include joint UN financial and human resources support as well as strategic partnerships with other development partners that are funding similar initiatives.

**6.1 REACH Role**

REACH has a dual mandate to support national nutrition governance as well as UN coherence. REACH’s focus has been to build capacity of national governments for multi-sectoral nutrition governance according to the four REACH outcomes.
At the same time, there is a recognition that the UN’s collective work on nutrition requires significant strengthening. For instance, there is a call for UN programming to be more coherent and for the UN to speak with one voice on nutrition issues. The UN has expressed a commitment to do better. In March 2014, the five Heads of Agencies encouraged the UN agencies to come together through a UN Network in all SUN countries. The UN Network has started to take shape at country level. Significant investment and focus is required by the UN agencies with the support of REACH, as needed, to strengthen the UN’s coordinated response to national multi-sectoral nutrition efforts.

There remains significant unmet need for ‘REACH type’ nutrition governance support to help governments carry out SUN processes at country level. There are also increased expectations for REACH to play a greater role in strengthening the UN response in terms of programmatic coherence and accountability in 2015. Clearly, there is synergy and complementarity between REACH’s role in supporting national nutrition processes and governance and ensuring that the UN is an accountable partner on nutrition. Efforts to exploit these synergies will likely be of increased relevance as the REACH approach is refined following the results from the independent REACH evaluation and within the greater backdrop of the SUN Movement.

7. Priorities for 2015

Based on the established and strengthened REACH cadre of staff, partnerships and knowhow, opportunities are presenting for REACH to play an increasingly critical and catalytic role in scaling-up nutrition in both current and additional countries. The main priorities for 2015 as portrayed in the REACH Secretariat work plan are listed below:

Country Process
- Support country analytical work in order to inform nutrition scale up discussions including nutrition investment decisions
- Support countries to carry out a capacity gap assessment and build functional capacities related to nutrition governance
- Support the UN Network for SUN to strengthen UN coherence of nutrition actions in support of government efforts

REACH Country Expansion
- Conduct exploratory missions to countries that have expressed interest in implementing REACH
- Mobilise resources for selective, boost and extensive REACH support to countries

REACH Transition
- Support countries to smoothly transition from extensive REACH engagement
- Facilitate and manage transition processes from International to National and Post-REACH in consultation with the UN Network in-country
Knowledge-sharing

- Maintain the REACH website and extend access to the Knowledge Sharing Portal to interested stakeholders
- Document good practices of country deliverables and share on REACH web spaces
- Finalize the Compendium of Actions for Nutrition to help facilitate multi-sectoral dialogue on policy formulation/review, planning, information systems, etc.
- Expand opportunities for South-South cooperation and learning

Partnerships

- Maintain and expand partnerships with SUN, UNSCN, REACH UN agencies, private sector (e.g. BCG), academia (e.g. Columbia University), research institutions (e.g. IFPRI) and civil society, among others
- Maintain donor relations and diversify donor base to respond to increased demand for REACH support

SUN Networks

- Support the strengthening of the UN Network and the linkages with other SUN networks at global and national levels

Monitoring & Evaluation

- Support the REACH evaluation of eight DFATD-funded countries
- Undertake endline assessments in transitioning countries and baseline assessments in new REACH countries

New Business Development

- Support the migration of the SUN PMT to a web-based mapping tool and implementation tracking for transitioning/remote countries
- Provide packages to support remote countries (e.g. develop and roll-out package around SUN PMT to requesting countries; develop options for fiscal space analysis for nutrition/ innovative financing for nutrition)
- Explore opportunities to simplify REACH tools for increased use at decentralized levels
**Acronyms**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>3N</td>
<td>Les Nigériens Nourrissent les Nigériens (Nigerians Nourish Nigerians)</td>
</tr>
<tr>
<td>CAN</td>
<td>Compendium of Actions for Nutrition</td>
</tr>
<tr>
<td>CSO</td>
<td>Civil Society Organization</td>
</tr>
<tr>
<td>DANIDA</td>
<td>Danish International Development Agency</td>
</tr>
<tr>
<td>DFATD</td>
<td>Department of Foreign Affairs, Trade and Development, Canada</td>
</tr>
<tr>
<td>FAO</td>
<td>Food and Agriculture Organization</td>
</tr>
<tr>
<td>HC3N</td>
<td>Haut-Commissariat à l’Initiative 3N (High-Commission of the 3N initiative)</td>
</tr>
<tr>
<td>ICN2</td>
<td>Second International Conference on Nutrition</td>
</tr>
<tr>
<td>IFAD</td>
<td>International Fund for Agricultural Development</td>
</tr>
<tr>
<td>M&amp;E</td>
<td>Monitoring &amp; Evaluation</td>
</tr>
<tr>
<td>MSNP</td>
<td>Multi-Sectoral Nutrition Plan</td>
</tr>
<tr>
<td>MQ-SUN</td>
<td>Maximizing the Quality of Scaling up Nutrition</td>
</tr>
<tr>
<td>NDPC</td>
<td>National Development Planning Commission</td>
</tr>
<tr>
<td>NNFSS</td>
<td>National Nutrition and Food Security Secretariat</td>
</tr>
<tr>
<td>PAMRDC</td>
<td>Multi-sectoral Action Plan for the Reduction of Chronic Undernutrition</td>
</tr>
<tr>
<td>REACH</td>
<td>Renewed Efforts Against Child Hunger and undernutrition</td>
</tr>
<tr>
<td>SETSAN</td>
<td>Technical Secretariat for Food Security and Nutrition</td>
</tr>
<tr>
<td>SUN</td>
<td>Scaling Up Nutrition</td>
</tr>
<tr>
<td>SUN PMT</td>
<td>Scaling-Up Nutrition Planning and Monitoring Tool</td>
</tr>
<tr>
<td>TFNC</td>
<td>Tanzania Food and Nutrition Centre</td>
</tr>
<tr>
<td>UNICEF</td>
<td>United Nations Children’s Fund</td>
</tr>
<tr>
<td>UNSCN</td>
<td>United Nations Standing Committee on Nutrition</td>
</tr>
<tr>
<td>USAID</td>
<td>United States Agency for International Development</td>
</tr>
<tr>
<td>WFP</td>
<td>World Food Programme</td>
</tr>
<tr>
<td>WHO</td>
<td>World Health Organization</td>
</tr>
</tbody>
</table>