REACH
Annual Report
2013
Contents

1. What is REACH? ................................................................................................................. 4
   Overview .......................................................................................................................... 4
   REACH within the Evolving Nutrition Architecture .................................................... 5

2. Multi-sectoral Nutrition Governance ........................................................................... 7
   Establishing the baseline ................................................................................................. 7
   Tracking progress ........................................................................................................... 8
   Country Achievements .................................................................................................... 8
   Outcome 1: Increased awareness and consensus of stakeholders ................................. 9
   Outcome 2: Strengthened national policies and programmes ........................................ 11
   Outcome 3: Increased human and institutional capacity at all levels ............................... 13
   Outcome 4: Increased effectiveness and accountability .................................................. 15

3. Knowledge-sharing & Guidance Materials ................................................................. 16
   REACH Toolkit .............................................................................................................. 16
   Annual Workshop .......................................................................................................... 17
   Knowledge-Sharing Portal .............................................................................................. 17

4. Partnerships .................................................................................................................. 18

5. What Next? .................................................................................................................... 19

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Burundi and Chad joined REACH in 2013
REACH (Renewed Efforts Against Hunger and undernutrition) continues to invoke sweeping change in how multi-sectoral governance is understood, measured, and ultimately, pursued at the country level.

2013 was a year of marked achievement and learning on unprecedented scale, as the REACH process was implemented in 12 countries across Africa and Asia. REACH also took on an increased role in supporting government focal points and the emerging UN System Network of the Scaling Up Nutrition Movement (SUN) as part of its efforts to improve nutrition governance, contributing to and positively reinforcing other complementary initiatives. In turn, the increased momentum and political commitment to nutrition galvanised by SUN has helped foster greater appreciation for the need for coherent, coordinated multi-sectoral approaches to nutrition and enriched the enabling environment for REACH country engagements.

These factors together with the growing number of REACH facilitators on the ground and the support of the REACH Secretariat have culminated in various results at country level, including those highlighted below:

**Outcome 1**
- **Increased understanding of nutrition situation** by providing evidence-based nutrition analysis for advocacy and planning in all REACH countries.
- **Consensus on how to address the problem of malnutrition** by agreeing on/refining priority interventions (e.g. Chad, Ghana, Mali, Mozambique, Rwanda)
- **Momentum for joint advocacy and communication** at the country level (e.g. developing joint national advocacy and communications strategies such as in Ethiopia, Mozambique and Niger, and Common Narrative in Bangladesh, launch of national advocacy campaign in Rwanda)
- **National champions** advocating for scaling up nutrition (e.g. First Lady in Ethiopia, captain of national cricket team in Nepal, Parliamentarians in Chad and Tanzania)

**Outcome 2**
- Mobilisation of stakeholders to **establish up-to-date** national multi-sectoral:
  - Nutrition policies (Chad, Ghana, Mali, Niger, Rwanda)
  - Nutrition plans (Ethiopia, Mali, Rwanda)
- **Mobilisation of actions** to scale-up nutrition at the **decentralised level** (e.g. planning for nutrition in Ghana, Mozambique, Nepal and Rwanda)

**Outcome 3**
- **Strengthening** of national multi-sectoral nutrition coordination platforms and secretariat functions in all REACH countries.
- Establishment of **knowledge-sharing platforms** for multi-sectoral nutrition actions (e.g. knowledge-sharing events in Ethiopia and Uganda)

**Outcome 4**
- **Fostered understanding of nutrition information systems and implementation tracking** through the development of high level guidance
- **Joint UN support** to government’s efforts to scale-up nutrition (e.g. support with formulation of One UN joint programme in Rwanda; UN nutrition advocacy strategy in Tanzania)
1. What is REACH?

Overview

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) in an effort to strengthen the fight against poverty and undernutrition. The International Fund for Agricultural Development (IFAD) later joined REACH, extending an advisory role at the global level. While initially intended to help countries accelerate progress towards the Millennium Development Goal MDG 1, Target 3 (to halve the proportion of underweight children under five globally by 2015) primarily through a public health oriented approach, today, REACH embodies a more balanced, multi-sectoral approach to addressing maternal and child undernutrition with a particular emphasis on addressing stunting.

REACH focuses on strengthening institutional capacity to scale-up nutrition actions and improving multi-sectoral nutrition governance. To this end, it facilitates multi-sectoral processes to help national governments plan, prioritize and manage more effectively nutrition actions among multiple stakeholders. Facilitating dialogue and increasing collaboration between the UN partner agencies are part of this process. By engaging different sectors including nutrition-related ministries (e.g. health, agriculture, education and finance) REACH helps to build and strengthen national programmes to overcome child and maternal undernutrition.

REACH is...

- not a UN agency, but an approach that UN agencies adopt to better provide joint and coherent support to government.
- not a rigid process, but a set of principles, around which agencies can build a customized set of outputs and tools.
- not an additional partner, but a multi-sectoral approach that helps government organize partners around goals to agree on key priority nutrition and food security actions to reduce undernutrition.
- not a resource for providing technical nutrition expertise, but a conduit to tap into a worldwide network of technical experts.
- not a donor or a fund but a catalyst for resource mobilisation.
REACH is typically implemented in a country for a period of three years. A team of international and national facilitators are deployed, who are trained to support SUN focal points and other government counterparts. The idea is to help the Government bring disparate actors and constituencies together and leverage existing initiatives/on-going work in the country in a coherent manner.

To date, the main donors include: the Canadian Department of Foreign Affairs, Trade and Development (DFATD); United States Agency for International Development; (USAID); and the European Union (EU). The REACH facilitation process is depicted by the figure below.

![REACH facilitation process diagram]

**REACH within the Evolving Nutrition Architecture**

REACH, together with the UN Standing Committee on Nutrition (UNSCN), co-facilitates the UN System Network (UN Network) at the global level, that supports the Scaling Up Nutrition (SUN) Movement.

The establishment of the Network in 2013 presented an opportunity to clarify the roles of the UNSCN and REACH in the evolving nutrition architecture. While UNSCN harmonizes UN nutrition policy and standards across the UN agencies, REACH is responsible for supporting SUN processes at the country level, strengthening cooperation and coordination.

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**The SUN Movement is an effort to eliminate all forms of malnutrition**

**Purpose**

- The Movement brings different groups of people ("networks" - e.g. civil society, donor, business, SUN country) together in a collective action to improve nutrition
- The Movement is strengthening political commitments and accountability for those commitments – it is not a fund, an institution or an agency
- It is transforming the way in which people work together by empowering people to put in place effective systems and to increase investments
REACH facilitators work closely with SUN government focal points, catalyse and enhance the UN Network as well as interface with other network focal points. REACH participates in the regular SUN country calls and network facilitator calls, and is called upon frequently to address nutrition governance and UN Network issues as they arise.

It also contributed to the SUN Advisory Group on costing, and helped define the scope of the work of a technical group which analyzed national financing gaps in preparation for the London G8 meeting in June 2013. Moreover, REACH worked with the SCN to organize the first UN Network Meeting in Nairobi, Kenya in August 2013, where REACH facilitators, UN Senior Management and nutrition staff, SUN country focal points, representatives from SUN and members of the donor community came together to strategize on how the network can best support efforts to scale up nutrition.

**SUN Annual Gathering (September 2013):** During the SUN Gathering in New York, REACH facilitated a session (attended by 80 participants) aimed at sharing experiences and seeking feedback from countries on how the UN can support strengthened, coordinated, multi-sectoral nutrition governance and action at country level.

**KEY MILESTONES of the UN Network in 2013**

- **Formal endorsement of the UN Network** by the five UN principles on 8 June 2013, London, UK.

- **Articulation of the below four commitments by the UN Network** during the UN Network Meeting in Nairobi held in August 2013:
  - Develop a proposal on how to stabilize, deepen and expand REACH
  - Consolidate and expand the UN Network
  - Draft an accountability framework for the UN
  - Jointly promote and expand joint UN programming for nutrition
2. Multi-sectoral Nutrition Governance

REACH devised one of the first Monitoring & Evaluation (M&E) frameworks on nutrition governance in 2011, which was refined in 2012 and applied in full force in 2013. The framework identifies four main pillars or so-called REACH outcomes for good (multi-sectoral) nutrition governance (see list on the right). REACH is increasingly recognised for its expertise in nutrition governance, including its innovative approaches for measuring this abstract construct in concrete terms. It has been invited to participate in panel discussions and global fora on the topic, including the SUN M&E Design Workshop in March and the WHO Childhood Stunting Colloquium in October, both held in Geneva.

Establishing the baseline

In 2013, REACH successfully established the nutrition governance baseline of 11 countries\(^1\). Following the initial compilation of data from countries, and with contributions from Columbia University, the nutrition governance assessment framework and methodology were revised to simplify data collection requirements in view of data availability and local capacity. The baseline was constructed retroactively by establishing the actual situation (midline) at the time of data collection in all countries except Chad, where the baseline was established in real-time. Data was collected by the REACH facilitators, together with the UN nutrition focal points, and verified with the government.

The REACH Secretariat provided guidance and coaching on the baseline assessment, and supported countries with the subsequent data analysis. Nutrition governance data from countries were entered into a global REACH database, administered by the REACH Secretariat. Nutrition governance reports were shared with each country and the overall findings highlighted during the UN Network Meeting in Nairobi (August) and the SUN Gathering in New York (September). A REACH nutrition governance baseline report was issued in September further discussing and disseminating the findings.

\(^1\) Note: Burundi is not included as data collection has not yet started.

Findings on Stakeholder Awareness Level on Nutrition

Outcome 1: Since the initial situation, 70% of countries have reported overall improvement in stakeholder awareness level of nutrition issues

<table>
<thead>
<tr>
<th>Countries</th>
<th>Baseline</th>
<th>Current Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tanzania</td>
<td>--</td>
<td>✔</td>
</tr>
<tr>
<td>Nepal</td>
<td>--</td>
<td>✔</td>
</tr>
<tr>
<td>Uganda</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Rwanda</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>--</td>
<td>✔</td>
</tr>
<tr>
<td>Niger</td>
<td>--</td>
<td>✔</td>
</tr>
<tr>
<td>Bangladesh</td>
<td>--</td>
<td>✔</td>
</tr>
<tr>
<td>Ghana</td>
<td>--</td>
<td>✔</td>
</tr>
<tr>
<td>Mali</td>
<td>--</td>
<td>✔</td>
</tr>
<tr>
<td>Mozambique</td>
<td>--</td>
<td></td>
</tr>
</tbody>
</table>

\(^1\) Note: All countries joined REACH in 2011 except for Bangladesh (joined in Dec 2010) and Niger (Feb 2012).

\(^2\) Stakeholder: Top 5 nutrition relevant Government Ministries, UN Agencies, NGOs and Donors.

Findings on Status of Nutrition Coordination Mechanisms

Outcome 2: While initially 20% of countries had started establishing high level governance/management coordination structures, 60% now have one

Initial status: Only 20% of countries had started the process of establishing a high level nutrition coordination mechanism (NCM)

Currently, 60% of the countries have formally established a high level NCM


diagram
Tracking progress

A REACH monitoring tool - the *Facilitator Log* - was developed, pre-tested and launched in 2013, with a view to **tracking key developments and shifts in multi-sectoral nutrition governance**. It builds on other experiences on multi-sectoral nutrition approaches such as seminal research studies, Millennium Development Goals Achievement Fund (MDG-f) programmes on the ‘Child, Food Security and Nutrition’ thematic window as well as previous REACH operations. The log enriches REACH nutrition governance assessment activities, as it provides longitudinal, qualitative data (on a quarterly basis) about the REACH country engagements and helps flag opportunities for corrective action. It is also designed to contribute to an emerging body of evidence on multi-sectoral nutrition collaboration. The data will help distil good practices and lessons learned on nutrition coordination.

Historical Facilitator Log entries (including a retroactively baseline) and regular quarterly entries were documented by all REACH countries in 2013, with the exception of Burundi which recently became a REACH country.

Country Achievements

The REACH Secretariat provides continuous coaching (either through calls or country missions) and support to the facilitators to help them make progress towards the four respective REACH outcomes. In this section progress is reported against these outcomes, highlighting the applicable REACH deliverables (see page 16 for a visual representation). In 2013, REACH was actively implemented in 12 countries, namely: Bangladesh, Burundi, Chad, Ethiopia, Ghana, Mali, Mozambique, Nepal, Niger, Rwanda, Tanzania and Uganda. REACH worked with 20 facilitators (12 international and 8 national)\(^2\), who were supported by the REACH Secretariat and the West Africa Regional REACH Facilitator based in Dakar, Senegal.

During the reporting year, most countries have made significant progress in the implementation of their Country Implementation Plans, particularly with respect to deliverables for outcomes 1 and 2. REACH countries have therefore prioritised outcome 3 and outcome 4 deliverables for 2014 and 2015.

Strong partnerships between the UN REACH agencies and the government are emerging, which are crucial to accelerating nutrition scale-up at the country level. For example, Burundi’s 2nd Vice President, SUN Focal Point and the Ministers of Health and Agriculture joined with the UN REACH agencies to carry out an advocacy mission to Rome in November. The objective was to raise awareness on Burundi’s situation and muster support from technical and financial partners to address its malnutrition issues.

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\(^2\) In addition to the National Facilitator in Niger who is based in the 3N (Nigerians Nourish Nigerians) Secretariat, Niger recruited seven facilitators (in 2013) to support and accelerate nutrition planning and scale-up in the regions.
Outcome 1: Increased awareness and consensus of stakeholders

A series of country level REACH multi-sector scoping exercises (e.g. Nutrition Analysis, Stakeholder and Activity Mapping, etc.) were undertaken to encourage the integration and enhancement of existing and on-going country processes so as to avoid unnecessary duplication and develop synergies for sustainability.

The Nutrition Analysis, a highly visual REACH deliverable, is a secondary analysis of basic nutrition trends and causal analysis. It helps establish a common ‘nutrition story’ and capture the interest/attention of policy-makers. Key messages or briefs are derived that can be used to inform policy and planning discussions and/or to create awareness and build consensus on the type and severity of various nutrition problems with a strong focus on stunting. All REACH countries completed a nutrition analysis except for Burundi, which has recently joined REACH. Most countries have shared the analysis with the government.

Ghana: Causal Analysis
Comparing stunting levels to limited access to proper sanitation facilities by geographic area to identify relevant associations

The main purpose of the Stakeholder and Activity Mapping is to understand “who works where”. Ethiopia, Rwanda and Tanzania have completed the stakeholder and activity mapping, while the exercise is on-going in most other countries. In Ghana, the exercise has been completed at sub-national level and is underway at national level.

The mapping exercise has contributed to various multi-sectoral nutrition processes such as planning (national and sub-national) in Ghana, Mozambique, Rwanda and Tanzania, and financial tracking in Ethiopia.
The **Investment Case** (see examples in boxes below) has been one of the instruments used by countries to raise awareness among high-level officials about the consequences of malnutrition and advocate for increased investment in nutrition. Investment cases were developed by partners with the involvement of REACH facilitators in various countries in 2013. The REACH Secretariat is advocating for all REACH countries to be included in the Cost of Hunger study.

**Cost of Hunger** - supported by the African Union in partnership with WFP - is a multi-country study aimed at assessing what it would cost an African country if child undernutrition was not tackled. **Completed in Ethiopia, Rwanda and Uganda; on-going in Ghana**

**PROFILES** - supported by the Food and Nutrition Technical Assistance (FANTA) project - is an evidence-based advocacy tool that estimates the cost savings that reducing malnutrition will generate over a defined period of time in terms of lives improved and saved, and the economic losses averted. **On-going in Ethiopia; being reviewed and updated in Mali with the help of the multi-partner trust fund-civil society (OMAES - Œuvre Malienne d’Aide à l’Enfance au Sahel)**

Multi-sectoral nutrition approaches require advocacy and communications to mobilise participation and action. REACH flagship tools such as the Situation Analysis Dashboard (one component of the **Nutrition Analysis**) have enriched advocacy efforts in a number of countries. Momentum for **joint advocacy and communications** was also generated at the country level by identifying and engaging with national champions to advocate for scaling-up nutrition. Furthermore, REACH has supported the development of national advocacy and communication strategies, launches of campaign strategies and the organisation of high-level advocacy events.

**BANGLADESH**

A Common Narrative for Undernutrition in Bangladesh was developed in 2013 and will be launched during a knowledge-sharing event on multi-sectoral nutrition planned for 2014. The Common Narrative was prepared by the UN REACH partner agencies together with five donors/development partners (UK DFID, DFATD Canada, EU, USAID and World Bank). It is now being used to influence policymakers’ perceptions about nutrition as more than just a food issue and to position nutrition as a higher priority for national economic and social development. This process is also being supported by the development of a Joint Advocacy and Communications Strategy involving many stakeholders in a participative way, with REACH facilitation.

**RWANDA**

REACH partner agencies supported the development of the campaign strategy and the launch of the multi-sectoral campaign “A Thousand Days in the Land of a Thousand Hills” that occurred in September 2013 with the participation of key ministries. The campaign brings into focus the importance of adequate nutrition during the 1000 day-period from the start of a woman's pregnancy up to her child’s second birthday. The Government of Rwanda has also started providing airtime on national radio to deliver nutrition messages.

**Launch of the ‘1000 Days’ campaign, Rwanda, 2013**

© REACH/Franklina Mantilla, Rwanda
Outcome 2: Strengthened national policies and programmes

Many countries have nutrition policies or plans that guide action and the scale-up of nutrition interventions. REACH supports countries to either develop or review existing national policies, strategies or plans in a process led by government, helping to ensure that they are truly multi-sectoral.

Most REACH countries had a nutrition policy in place by 2012. In 2013, REACH facilitated the development of nutrition policies in Chad, Ghana and Mali and a policy review in Niger and Rwanda, with the latter having also validated it. The Government of Bangladesh reviewed the 1997 Food and Nutrition Policy and prepared a draft National Nutrition Policy that was shared with partners, including REACH, for comments. In Tanzania, REACH has been invited to support the on-going revision of the 1992 nutrition policy, supported by FANTA. REACH Uganda funded a workshop to revise the Food & Nutrition Policy but the review will need to further continue in 2014.

In Niger and Tanzania multi-sectoral action plans were endorsed in 2013, while in Mali, the plan was technically validated. REACH also facilitated the revision of action plans in Ethiopia and Rwanda.

Ethiopia

REACH spearheaded the overall review, extension, costing and launch of the National Nutrition Programme (NNP). The NNP (2013-2015) has an overall cost estimate of US$547 million; the vast majority (88.5%) of the budget will be applied to improving the nutritional status of mothers, infants, and children under the age of five years.

Mali

REACH facilitators helped organise a series of workshops to bring together actors from different stakeholder groups to develop the Multi-sectoral Action Plan (2013-2017) in a highly participative process that unfolded between June and September 2013. The ‘Secretariat Restreint’, comprised of a multi-sectoral team including REACH, was established to oversee the development of the action plan, including costing. A costing exercise is being carried out by the Inner City Fund (ICF) International (MQ-SUN - Maximizing the Quality of Scaling up Nutrition Programmes) with REACH support.

REACH supports and facilitates the integration of country priority interventions (CPIs) into relevant sector plans to help ensure that nutrition is prioritised within the respective sectors (see Table below). In most countries, this exercise is on-going, as it is preceded by the selection of CPIs.

<table>
<thead>
<tr>
<th>Country</th>
<th>Health</th>
<th>Agriculture</th>
<th>Social Protection</th>
<th>Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chad</td>
<td>✓</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>✓</td>
<td>✓</td>
<td>X</td>
<td>✓</td>
</tr>
<tr>
<td>Ghana</td>
<td>X</td>
<td>✓</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Mali</td>
<td>✓</td>
<td>✓</td>
<td>X</td>
<td>✓</td>
</tr>
<tr>
<td>Mozambique</td>
<td>✓</td>
<td>✓ Partly</td>
<td>✓</td>
<td>X</td>
</tr>
<tr>
<td>Nepal</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Niger</td>
<td>✓</td>
<td>✓</td>
<td>X</td>
<td>✓</td>
</tr>
<tr>
<td>Rwanda</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

Source: REACH M&E midline, REACH country calls on status update (Dec 2013)
REACH has also supported the development and review of sub-national multi-sectoral plans with a view to ensuring that nutrition actions are taken at the decentralised level, where they are often most needed.

Countries are at different phases in terms of sub-national planning. In Nepal, 18 districts have been selected out of which six have completed and budgeted district development plans for the 'Multi-sector Nutrition Plan' scale-up. A total of 35 communes were identified in Niger for priority interventions based on agreed criteria, out of which, seven had integrated some CPIs into their development plans by the end of the year. Uganda has selected 15 early-riser districts; plans to support them with capacity development for nutrition planning are underway.

**Ghana**

REACH is focusing on the districts in the three northern regions, which have the highest levels of malnutrition and convergence of UN objectives and programmes. District level orientation meetings are on-going, using the findings from the REACH Stakeholder and Activity Mapping exercise. REACH is also supporting the National Development Planning Commission (NDPC) to develop practical national guidelines on nutrition (including multi-sectoral planning) for all district planners in the country.

**Mozambique**

The REACH mapping exercise helped harmonise sub-national planning efforts supported by different development partners. REACH directly supported the development of two provincial multi-sectoral nutrition plans, and provided indirect support to similar efforts in other provinces in Mozambique, which were primarily being supported by partners such as DANIDA, UNICEF and Irish Aid. Five provincial plans have been completed to date, of which, two have been approved (Sofala Province, supported by REACH, and Zambezia Province, supported by UNICEF). Moreover, REACH supported the harmonisation of approaches by training consultants on the methodology and tools.
Outcome 3: Increased human and institutional capacity at all levels

One of REACH’s core functions is to support countries with the establishment and operationalization of multi-sectoral nutrition coordination mechanisms. Various types of mechanisms/bodies for coordinating nutrition actions exist at varying levels:

**NUTRITION COORDINATION MECHANISM**

- **High-level**
  - Members: e.g. Senior government officials

- **Technical**
  - Members: e.g. Technical focal points from line ministries, other stakeholder groups

- **Sub-national**
  - Members: e.g. Government sector technical heads, technical personnel from other stakeholder groups

**Nepal**

2013 was a landmark year in Nepal for nutrition coordination. REACH supported the establishment and launch of the National Nutrition and Food Security Secretariat in the National Planning Commission of the Office of the Prime Minister. The Secretariat, headed and managed by the REACH facilitators, has recruited individuals for various key positions and is now fully functional.

**Niger**

A Multi-sectoral Steering Committee for Nutrition was established in Niger, presided by the Minister of Health. Members include parliamentarians, nutrition focal points from government ministries, civil society, and partners. The Committee is one of five, with each responsible for one axis of the 3N (Nigeriens Nourish Nigeriens) strategy. The five committees come together in the Inter-ministerial Guiding Committee, chaired by the Prime Minister.
REACH develops the **nutritional governance (functional capacity)** of institutions and individuals in nutrition through a range of different activities, based on country needs, primarily in a learning-by-doing style. This begins with a capacity gap assessment exercise on functional capacities related to multi-sectoral nutrition governance. Following the assessments, REACH develops capacity building plans based on identified gaps.

REACH works regularly with SUN focal points (country level), national secretariats and sector focal points, and provides coaching and/or training support to these individuals on a continuous basis. The REACH facilitators are either based in government offices or allocate a substantial amount of their time to supporting the government’s daily work on managing multi-sectoral nutrition issues.

In addition to performing global knowledge-sharing functions, REACH supports and facilitates **knowledge-sharing** at the country level. This is typically a part of routine coordination support through the UN Nutrition Team, technical working groups, Development Partners Groups and other groups with which REACH engages. REACH also supports the organisation and preparation of knowledge-sharing events where good practices are shared, REACH-supported analyses are presented, and thus an exchange of experiences takes place.

**ETHIOPIA**

A large-scale, three-day national knowledge-sharing event was held in June to launch the revised NNP and the new *Lancet Series* on Maternal and Child Nutrition. The event was also used to review ongoing innovative, multi-sectoral interventions and share best practices on nutrition programming. It was attended by parliamentarians, ambassadors, government sector staff, regional government officials, academia/researchers, professional associations as well as national/international media.

**UGANDA**

REACH facilitators helped organise Uganda’s first National Nutrition Forum in December, which was hosted by the Prime Minister and was attended by nearly 500 participants over two days. The event provided an opportunity to review progress on the implementation of Uganda’s Nutrition Action Plan, to share knowledge and experiences, and to identify gaps and recommendations for immediate action. The Forum also resulted in government sectors, UN agencies, donors, CSOs, and the private sector recommitting their energy and resources to scaling up nutrition.
Outcome 4: Increased effectiveness and accountability

Accountability and effective management of nutrition actions are fundamental for the scale-up process. Tracking is an essential element of good governance and management, including that of multi-sectoral nutrition actions. REACH supports the establishment of an implementation tracking mechanism that monitors the operationalization of the national nutrition multi-sectoral plan. This involves the creation of an implementation tracking database and development of a coverage dashboard(s) that summarise implementation status and/or report expenditure.

With support from the Boston Consulting Group (BCG), REACH is working to support countries with the establishment of an implementation tracking mechanism, to be initially set up in Mozambique, after which guidelines will be produced to support other REACH countries.

Several REACH countries started working on coverage dashboards in 2013. The next step will be to enable the dashboards to function as implementation tracking mechanisms, capable of providing output and outcome information on a regular basis. The coverage dashboard will therefore be an important tool, embedded in national government systems, to provide information to coordination mechanisms at all levels for decision-making. Ultimately, the coverage dashboards will indicate successes, and point out areas that are under-performing and thus require closer attention.

REACH is mandated to facilitate joint UN country-level support in pursuit of the ‘UN delivering as One’. In this capacity, REACH supports UN Resident Coordinators in their role of convenors of the UN Network. REACH facilitates country-level information sharing, harmonization of UN nutrition strategies and work plans, the formulation of joint UN programming/programmes, approaches and interactions among UN agencies with governments and other stakeholders.

Rwanda

REACH facilitated the development of a nutrition programme covering ten districts in Rwanda, which is funded by the Embassy of the Kingdom of the Netherlands EKN (USD 18 million) and in two of the ten districts also by the Swiss Agency for Development and Cooperation SDC (USD 3 million). The programme supports the scale-up of nutrition actions in districts that focus on the reduction of stunting. The funds mobilized will enable districts to implement the ‘District Plans to Eliminate Malnutrition’ on a larger scale. The EKN nutrition programme is led by UNICEF in collaboration with UN agencies and NGOs, while the SDC-funded One UN joint nutrition project is led by the four UN REACH agencies with WFP as administrative agent. The SDC funded project was launched in the two districts (Nyamagabe and Rutsiro) and implemented with the support of District Project Coordinators funded by the project and managed by the District authority.
3. Knowledge-sharing & Guidance Materials

REACH Toolkit

The REACH Country Facilitator Manual was reviewed in July 2013, taking into consideration the latest REACH experiences. A second edition of the manual was issued in English and translated into French in an effort to better guide the REACH process in Anglophone and Francophone countries alike. While the manual was conceptualised for REACH facilitators, it has also been requested and consulted by other nutrition actors, including individuals from other SUN networks.

In addition, guidelines were developed on capacity gap assessment for functional capacities and a framework was devised for the planned REACH work on implementation tracking of national nutrition plans.

REACH also undertook a review of its existing deliverables and tools in a strategic workshop that took place in November in Rome. After analysing the strengths and weaknesses of each tool/product, a list was compiled of deliverables that were still considered to be relevant and offer value-added.

**REACH deliverables and working tools**

![Diagram of REACH deliverables and working tools]

- **Stakeholder & Activity Mapping**: Stakeholder/Programme Overview and/or Geographical Representations and/or Delivery Mechanism Description and/or Scale-up Conversation
- **Implementation Tracking System**: Implementation Tracking Database Coverage Dashboard
- **Policy Analysis**: Selection and consensus on Country Priority Interventions
- **Nutrition Analysis**: Basic Nutrition Trends and Causal Analysis and Key Messages/Briefs and Situation Analysis Dashboard
- **Costed Interventions/Plans and/or Financial Tracking System**: Costed Interventions/Plans and/or Financial Tracking System
- **Investment Case (Cost-Benefit Analysis) and/or National Advocacy Strategy**: Investment Case (Cost-Benefit Analysis) and/or National Advocacy Strategy
- **Multi-sectoral Nutrition Information Systems**: Multi-sectoral Nutrition Information Systems
- **Knowledge-Sharing (events, national websites, south-south visits)**: Knowledge-Sharing (events, national websites, south-south visits)
- **Capacity Gap Assessment (F) and Capacity Development Plan (F) and/or Coordination Mechanism ToR**: Capacity Gap Assessment (F) and Capacity Development Plan (F) and/or Coordination Mechanism ToR
- **UN Joint Program/Programming**: UN Joint Program/Programming
- **UN Nutrition Strategy**: UN Nutrition Strategy
- **Reviewed/Updated National Nutrition Policy**: Reviewed/Updated National Nutrition Policy

Key:
- Black text = Mandatory deliverable
- White text = Optional deliverable

Dark blue box = REACH is directly responsible
Light blue box = REACH provides support

*Note: Includes inputs from and/or elements of other REACH deliverables e.g. Nutrition Analysis, Causal Analysis, Situation Analysis, Stakeholder & Activity mapping, Implementation tracking Database; Coverage Dashboard; and Common Results Framework/ National Multi-sectoral M&E Framework
The REACH Secretariat, in conjunction with partner agencies, is developing a practical knowledge-sharing series – the **Nutrition Action Guides (NAGs)** - that ‘unpacks’ nutrition-related actions for thematic areas, including nutrition-sensitive actions, and the linkages between them. The series is structured according to four main categories, namely: Food, Agriculture and Diets; Maternal & Child Care; Health-based and Social Protection. It includes the development of **Action Sheets** which transcend institutional mandates in an effort to inform coherent, multi-sectoral nutrition planning. The series also lists related technical resources of the REACH partner agencies as well as other authorities on nutrition in an effort to foster further knowledge-sharing. The primary audience of the guides is the REACH facilitators, though they may also be used by others working in nutrition, particularly non-technical practitioners. A broad introduction to the ongoing work on the NAG was presented at the UN Network Meeting in Nairobi.

**Annual Workshop**

The REACH Secretariat organised a REACH Annual Workshop which took place in Nairobi, Kenya in August. The workshop was attended by REACH national and international facilitators from 12 countries, members of the REACH Secretariat and REACH-affiliated stakeholders, including: members of the REACH Global Steering Committee; country-level UN nutrition focal points (e.g. Sierra Leone, Malawi); Regional Nutrition Advisors from Africa and programme officers from UN partner agencies’ headquarters; SCN staff; and representatives from the SUN Movement and the donor community.

The event provided an opportunity for the REACH team to reflect on progress, challenges and opportunities of REACH outcomes, and to strategize with participants on how to strengthen REACH within the context of the UN Network. The workshop also enhanced the understanding of the concepts and the role of REACH in promoting joint advocacy and communication, capacity development, and effectiveness and accountability. Furthermore, it provided an opportunity for South-to-South learning between the participating countries, and for obtaining an insight from the Brazil Centre of Excellence which was represented at the workshop.

**Knowledge-Sharing Portal**

A global Knowledge Sharing Portal was developed in response to demand from REACH facilitators. The portal serves as a working space and repository of materials, including guidelines, templates for REACH tools and deliverables, country examples, best practices, key publications and other resources. It is designed to ease the exchange of country outputs and experiences between REACH countries and with other collaborating actors.

**KEY ACHIEVEMENTS in Knowledge-sharing and Guidance Materials**

- Development of a guideline on capacity gap assessment for functional capacities
- Development of a framework on implementation tracking of national nutrition plans
- Development of a zero draft of Agriculture, Food and Diets section (Action Sheets and supporting sections) of Nutrition Action Guides
- Establishment of a global Knowledge Sharing Portal
4. Partnerships

The REACH Secretariat maintained and developed a number of partnerships during the course of the year, engaging with diverse initiatives and stakeholders to support various functions. The following collaborations are a few rich examples from 2013.

- **WHO-ANI**: The Accelerating Nutrition Improvements (ANI) in Sub-Saharan Africa is a WHO project supported by DFATD to strengthen nutrition surveillance in 11 high-burden, sub-Saharan countries, of which six are current REACH countries (i.e. Ethiopia, Mali, Mozambique, Rwanda, Tanzania and Uganda). The project also intends to support the scale-up of nutrition interventions in three high-burden sub-Saharan countries: Ethiopia, Tanzania and Uganda. REACH is collaborating with WHO to ensure harmonisation of approaches in these countries.

- **USAID/SPRING**: The USAID-funded nutrition project, Strengthening Partnerships, Results, and Innovations in Nutrition Globally (SPRING) has a presence in many REACH countries where it supports nutrition-related programmes, including the development of advocacy and communication plans. The REACH Secretariat engaged in discussions with USAID to build partnerships and enhance collaboration so as to avoid duplication with REACH support to joint national advocacy and communications plans.

- **Columbia University**: REACH continued to collaborate with Columbia University, which provided six interns to support a range of activities in REACH countries (e.g. Stakeholder & Activity Mapping, Nutrition Analysis and development of dashboards, among others) and further advise on nutrition governance issues.

- **The Boston Consulting Group**: The REACH Secretariat partnership with the Boston Consulting Group resulted in seconding a consultant to support implementation tracking in September, for a period of one year.

DFATD Canada has been an active partner and adviser in global nutrition issues including for REACH, and is a donor network convener in several countries. It directly supports eight REACH countries while the EU supports one (Niger) and USAID also one (Ethiopia).
5. What Next?

With mounting global interest in scaling-up nutrition and the momentum generated by the SUN movement, there is increased demand for REACH expansion by governments to support SUN processes at country level. There is also a call for the UN Network to be consolidated at country level to strengthen UN responses to the multi-sectoral national nutrition plan.

As a follow-up to the recommendations made during the UN Network Meeting in August, the REACH Secretariat developed a REACH expansion proposal to keep pace with the recent expansion of the SUN Movement (from 33 countries in 2012 to over 40 in 2013).

The expansion of REACH will require additional resources and capacity of both the secretariat staff and new REACH facilitators. In preparation, the REACH Secretariat is recruiting additional staff while also establishing a roster for REACH Facilitators to reduce time for recruitment. To address the funding gap a more intense fundraising strategy will be needed.

- REACH envisages becoming a resource to support all SUN countries, expanding sequentially in batches of ten countries and adopting different support models (extensive, boost or selective) tailored to country-specific needs.

With the establishment of the UN Network, UNSCN is responsible for the normative guidelines at the global level, while REACH is mandated to facilitate joint UN country-level support to the UN nutrition efforts and to support the UN Network. The Year 2014 will see the consolidation of the UN Network through its operationalization at country level and the participation of all relevant UN agencies to bolster efforts in nutrition. This task has already been included in the 2014 UN Network work plan.

- The REACH Secretariat will build its capacity to support countries on broader UN nutrition coordination, including countries that are part of SUN but not yet supported by REACH.

Based on the established and increasing REACH network, and its internal capacities, opportunities are expanding for REACH to play an increasingly critical and catalytic role in scaling-up nutrition in both current and additional countries.

- REACH will become a global resource and knowledge hub by documenting good practices and developing case studies, sharing experiences and results, maintaining and expanding partnerships and undertaking rigorous monitoring and evaluation. These will not only enhance REACH country operations, but also enrich global knowledge on multi-sectoral nutrition governance.

  By working together through coordinated, multi-sectoral nutrition actions, a significant impact in the fight against mother and child undernutrition can be obtained.