Message from the REACH Team

We are pleased to present the 2012 REACH Annual Report.

REACH is now an established UN system mechanism with a clear mandate and formal working modalities, and has made exciting progress in 2012, including considerable expansion to new countries and improved global organisational arrangements.

REACH governance was strengthened by the formal establishment of the REACH Steering Committee made up of FAO, UNICEF WHO and WFP, with IFAD participating as an advisory partner. A new Global REACH Coordinator, Nancy Walters, was appointed in October and provides overall management and leadership to the REACH Secretariat. She succeeds Bjorn Ljungqvist in this role while Bjorn continues to support REACH as a Senior Advisor.

REACH, which is now present in 12 out of the 33 SUN countries, is a country level mechanism catalysing nutrition scale up through multi-sectoral nutrition governance and coordination.

Given the rapidly evolving SUN Movement, the UN (and REACH) has increasingly been called on to support SUN processes which are rapidly taking root at country level. Support in the form of UN (REACH) facilitation has proven to help catalyse and bolster existing UN and national nutrition efforts in SUN counties.

REACH is now recognized as a major partner within the SUN movement at global as well as country level. REACH works closely with the UNSCN which focus is on global partnerships, standards and policy harmonization. Together SCN and REACH co-facilitate the UN System Network for SUN which began to take shape in 2012.

While REACH expanded to 12 SUN countries by 2012, the global SUN movement expanded to 33 countries. With an increased global interest in scaling up nutrition and the momentum generated by the SUN movement, there is increased demand for REACH expansion to additional SUN countries to support SUN processes at country level and improved UN coordination. To meet the demand, REACH support is being tailored to specific circumstances, country needs and funding realities through different models ranging from intense to remote.

2013 will be an important year. As the SUN movement evolves and the UN network takes shape, it will be important for REACH’s stakeholders and partners to determine how best to support SUN countries and set the longer term vision for REACH.

We believe that by working together through coordinated, multi-sectoral nutrition actions, we can achieve a decisive impact in the fight against mother and child undernutrition.
Contents

What is REACH? .................................................................2

Highlights from 2012 .........................................................4

The big picture ..................................................................4

A refined approach ............................................................5
  An extended and strengthened team .............................. 5
  Updated tools and new guide materials ....................... 6
  A results-oriented approach ......................................... 7

Country Progress ...............................................................8
  Increased awareness of nutrition problems and their solutions 8
  Strengthened national nutrition policies and programmes .....10
  Increased capacity at all levels ......................................12
  Increased efficiency and accountability .......................13

Partnerships ...................................................................14

Opportunities: what next? .....................................................16

2012 AT A GLANCE

Recruitment, placement and training of new International and National REACH Facilitators thanks to CIDA funding

20 REACH Facilitators in 13 countries now in place

Global REACH Facilitator Workshop to define roles, responsibilities and REACH country work plans for 2013

Finalization of the Facilitators’ Manual

Finalization of a comprehensive REACH M&E framework, complete with indicators and training manual

Formal establishment of the REACH Steering Committee

Finalization of Standard Operating Procedures (SOPs) clarifying REACH financial and administrative modalities

REACH Website revamped and re-launched

Strengthened role within the Global Scaling-Up Nutrition movement, as part of the UN System Network in collaboration with UNSCN

European Union grant to support REACH in Niger

Participation as a Partner in a Multi Partner Trust Fund channelling in-country funding to SUN Civil Society Alliances

Photo: WFP/Shannon Hayes
The causes of malnutrition are multi-dimensional. Good nutritional status is a result of several factors: accessible health services, a good sanitary environment, household food security, and appropriate care. It involves a number of sectors, and thus necessitates a multi-sectoral approach.

At country level, government structures often do not have a common understanding or supporting tools to address undernutrition problems holistically, with stakeholders implementing actions in isolation, leading to a fragmented response.

To accelerate and maximise the reduction of child and maternal undernutrition, stakeholders need to join efforts to raise awareness and work towards increased harmonisation and scale-up.

REACH encourages UN Agencies in their efforts to think beyond their individual mandates and to work together towards common objectives, around a shared vision. It facilitates an in-country interagency process - in support of national strategies- to help agree on country priority actions, align targeting approaches and implement activities that complement each other, in order to ensure that there are good ‘food, health and care’ provisions for all children to support sustained reduction in child undernutrition.

REACH focuses on strengthening government capacity to scale-up nutrition actions and improving multi-sectoral nutrition management and governance.

Nutrition facts and figures
165 million children under five years old are stunted. Of those children, 90% live in just 36 countries.

Undernutrition is responsible for 35% of all child deaths and 11% of the global disease burden.¹

Nutritional deficits occurring during the so called “1000 days” (period from conception to two years of age) can have lifelong negative consequences such as stunted growth and impaired cognitive development, thereby compromising a child’s potential to become a healthy and productive adult.

REACH has a close working relationship with the UN Standing Committee on Nutrition (UNSCN). While the UNSCN is the designated forum for global discourse on UN policy guidance for nutrition, REACH is mandated to facilitate joint UN country level support, both mutually reinforcing one another.

Together, the UNSCN and REACH play a prominent role in supporting the Scaling Up Nutrition (SUN) movement and work together as the ‘UN Network’ for SUN. REACH builds on the political commitments pledged through SUN and acts as a vehicle for country level action. The role of the in-country REACH facilitators has therefore gained further importance as the SUN movement is adopted in many countries; the facilitators support the functions of the SUN national focal points directly and/or through national secretariats, where they have been established.

**The SUN Movement**

Established in 2010 and led by the Special Representative of the UN Secretary General for Food Security and Nutrition, SUN represents an unprecedented collective global commitment to create sustainable and systemic change to improve nutrition. SUN has helped elevate nutrition on the policy agenda at international and national levels.
Highlights from 2012

The big picture

The year 2012 saw considerable progress and achievements at the country level. Efforts have primarily focused on the expansion and establishment of REACH in 10 new countries. Thanks to the ground-breaking work of the REACH facilitators, REACH Secretariat and UN partner agencies, the REACH engagement is now progressing in 13 countries. The following chart summarizes recent progress in the respective REACH countries:
A refined approach

In 2012, the REACH approach was refined and extended by: recruiting and deploying facilitators to the new countries; training the REACH team; enhancing the M&E framework and initiating country baseline assessments; creating a community of practice among REACH countries and partners; and clarifying and consolidating the REACH Secretariat and governance structures.

An insight on the REACH approach

The REACH approach is analytical and action-oriented, which reflects a logical process.

First, it helps identify the nutrition problems and how to address them (situation analysis), then it facilitates integration of the identified solutions into national policies and plans (planning and policy development), while developing the means to implement those plans (capacity development) and ensuring implementation is carried out effectively by accountable stakeholders (monitoring and evaluation).

An extended and strengthened team

In 2012, seventeen new facilitators were deployed to spearhead the REACH process in the new REACH countries. REACH now has a total of twenty facilitators operating in thirteen countries.

Facilitators and the UN Focal Point Team:

“A substantial portion of the REACH facilitator’s work is carried out in close collaboration with the technical officers responsible for nutrition in the respective UN partner agencies, particularly the nutrition UN focal points from each agency, often times in close collaboration with government focal points. REACH facilitators therefore become an integral part of this small team referred to as the UN Focal Point Team or a broader technical working group, facilitating and/or fulfilling the role of the secretary. This team essentially carries out the day-to-day tasks for REACH activities.”

The facilitators have the ability to connect with most key stakeholders at the country level so as to leverage existing resources and foster knowledge-sharing in support of scaling-up nutrition actions.

**Updated tools and new guide materials**

The REACH Facilitators Toolkit is comprised of the REACH Country Facilitator’s Manual and various analytical tools as well as multi-sector guidance.

The tools were developed by REACH to help foster dialogue among country stakeholders across sectors. They are constantly being updated based on feedback from country experiences.

The **Country Facilitators Manual** was released in 2012 to help guide incoming facilitators through the respective phases of the REACH process and the use of REACH tools.

The REACH Secretariat organised the first **REACH Facilitators training Workshop** in Addis Ababa in November 2012. The workshop was attended by all REACH facilitators, selected UN nutrition focal points, the REACH UN Agencies, the SUN Secretariat, and main donors. UN Agencies participated as key resources, sharing their respective tools and methodologies and identifying possible areas of integration to support country level processes.

The workshop strengthened participants’ facilitation skills, solicited stakeholders’ perspectives, and helped establish a ‘community of practice’ among the facilitators as well as provided an opportunity to share learning from different country experiences.
**A results-oriented approach**

**REACH is committed to producing results.** REACH measures performance in terms of four established outcomes and their respective outputs. It works with country stakeholders to define specific objectives and priority areas for the REACH engagement from the beginning. To ensure progress at the country level, REACH places a strong emphasis on Monitoring and Evaluation.

In 2012, the REACH M&E framework was refined in collaboration with Columbia University and extensively reviewed by key stakeholders and experts. The framework assesses changes in nutrition governance and management in concrete terms, while measuring the contributions and effectiveness of the REACH engagement.
Country Progress

The following section highlights some of the main country-level achievements from 2012, as reported against the REACH outcomes.

**Outcome 1: Increased awareness of nutrition problems and their solutions**

A series of comprehensive scoping exercises are executed during the *Situation Analysis* phase, which depict a holistic snapshot of the country’s nutrition situation. Once stakeholders agree upon the main nutrition problems and context-specific causes, REACH facilitates discussions whereby country stakeholders identify which actions should be ‘prioritized’ and brought to scale. In addition to guiding and inciting multi-sectoral dialogue, these scoping exercises provide critical opportunities for awareness-raising.

In 2012, the new REACH countries initiated various scoping exercises, including the Stakeholder and Activity Mapping. The mapping seeks to document the landscape of nutrition actors across multiple sectors, their relevant activities, and the interactions between them. It encourages integration of existing tools to forge synergies and reduce duplication of efforts. REACH draws on existing information from WHO’s Landscape Analysis, FAO’s Mapping Actions for Food Security and Nutrition (MAFSN), WFP’s Comprehensive Food Security and Vulnerability Analysis (CFSVA) and OCHA’s mapping. While some countries have opted to map the national level, others are mapping sub-national levels, depending on country priorities.
**Rwanda**

Under the auspices of REACH, technical stakeholders came together to carry out a national Stakeholder and Activity Mapping during the last quarter of 2012, following a request by the Ministry of Health. The map shows all stakeholders supporting the priority 21 nutrition interventions of the National Strategy to Eliminate Malnutrition. It also illustrates the percentage of priority nutrition interventions addressed by each stakeholder, as well as the percentage of sectors implementing at least one nutrition intervention. This indicates that sector coverage varies by district - 5 out of 30 districts have less than 51% sector coverage.

REACH supports government efforts to develop an investment case to ensure that nutrition is part of national development goals, calculating the cost of implementing nutrition-related actions as well as the cost of inaction.

**Mauritania**

REACH played an instrumental role in advocating for and supporting an equity-based investment case study for nutrition to help operationalize the national Multi-sectoral Nutrition Action Plan (PAIN) in Mauritania. The study helped frame expenditures on nutrition-related actions as ‘investments’ by drawing on empirical evidence to support evidence-based advocacy. The synthesis report concluded that “The cost/benefits analysis largely justifies the rise in public expenditure required to scale up nutrition interventions. Even in the most conservative case scenario, the analysis predicted that the benefits (in terms of long term economic productivity and consumption level) are more than five times greater than the investment costs.” Under more optimistic scenarios, the return on investment ranges from 11.1 to 22.4.

Multi-sectoral nutrition approaches require advocacy and communications support to mobilise participation and action. REACH has contributed to supporting national advocacy and communications efforts for nutrition in several countries by supporting high-level advocacy events, developing multi-sectoral advocacy and communication strategies and plans and disseminating nutrition information through various media channels.

**Sierra Leone**

REACH supported the organization of the official launch of the SUN Movement in Sierra Leone in October 2012. The event was launched by the Vice President, Chief Samuel Sam Sumana on behalf of His Excellency Dr Ernest Bai Koroma, President of the Republic of Sierra Leone. Other high level guests were the First Lady of the Republic of
Sierra Leone, government Ministers, UN officials including WFP Deputy Executive Director Sheila Sisulu, other development partners and the former President of Cape Verde and West African Nutrition Advocate, HE Mr Antonio Monteiro. The function culminated in the signing of a declaration against hunger and malnutrition in Sierra Leone, led by the Vice President.

**Outcome 2: Strengthened national nutrition policies and programmes**

As nutrition awareness is raising, a strong commitment to scale-up nutrition actions is also required. This entails reinforcing national policies where they exist and developing new policies, programmes or legislation, if necessary. REACH brings a wealth of experience for ensuring that the priority interventions are included in government policy documents and plans in a multi-sectoral fashion.

All REACH countries have developed multi-sectoral nutrition policies, most of which are finalised. Some countries are updating their policies: in Bangladesh and Ghana for example, REACH advocated for and worked to facilitate the revision/finalisation of the nutrition policy. REACH also played an important role in supporting the development/finalisation/review of multi-sectoral action plans to operationalize the national nutrition policies and strategies.
Mali

Mali’s newly approved National Nutrition Policy will help mainstream nutrition in sector policies and programmes. Nutrition is acknowledged as an important aspect of the economic and social development of the country and as one of the Government’s top priorities, through inclusion into various sectors such as health, agriculture, water and sanitation and others. REACH contributed to the overall effort leading to the adoption of the policy through intensive advocacy; close work with the National Nutrition Focal Point; and direct involvement in the drafting and review of the different versions of the policy document.

REACH supported the integration of priority nutrition actions into the sectoral plans of relevant ministries. These efforts are backed by sharing knowledge and tools to promote similar efforts at the district level in support of integrated nutrition approaches on the ground.

Bangladesh

The World Bank in collaboration with REACH developed a multi-sectoral simulation tool (MST) for scaling-up nutrition. The tool simulates operational relationships between sectors, applying the logic of the widely accepted conceptual framework on malnutrition. It can show the effects of changing inputs and/or intensity of priority interventions, so as to guide multi-sectoral nutrition planning and budgeting processes. The tool helps to understand what time, money and effort is required to deliver a given intervention at desired scale. In 2012, REACH continued to work closely with the World Bank to populate the tool with data from the Satkhira district. Several joint-presentations on the MST were made to country stakeholders, who are quickly recognizing its potential. An agreement was reached with Satkhira District Deputy Commissioner to pilot the tool, starting in early 2013.

Ethiopia

REACH supported the organization of a workshop (October 2012) bringing together a broad range of partners, including several ministries, to identify linkages between Agriculture and Nutrition programming. The Ministry of Agriculture recognized its key role in contributing to the reduction of malnutrition and expressed its strong engagement. A number of practical linkages and concrete areas of collaboration were identified following inclusive working sessions and discussions. Overall, the workshop advocated strong leadership and dedication to nutrition at the highest government levels in a wide variety of sectors. It strengthened the multi-sectoral collaboration on nutrition and provided useful recommendations to mainstream nutrition into agriculture plans.

Tanzania

The Government of Tanzania issued a Planning and Budgeting guideline to assist councils throughout the country in the identification of key nutrition actions for inclusion in their annual plans and budgets. It is recognized that a better understanding of the nutrition situation in each district would help local government authorities plan and budget nutrition actions. The government, supported by UN REACH partners and other stakeholders, has therefore developed a District Nutrition Assessment Tool.
to build the capacity of district staff to: assess the causes of malnutrition in their respective districts; identify the major bottlenecks to scaling-up services to improve nutritional status; and develop “District scale-up plans” in line with the National Nutrition Strategy.

**REACH and CAADP**

REACH has helped catalyse enhanced integration of nutrition within the agriculture sector, in collaboration with the national government, with FAO playing a leading role. Major achievements include the identification of agriculture-based nutrition actions, followed by the integration of these actions into the Comprehensive Africa Agriculture Development Programme (CAADP) and agricultural investment plans in Mozambique, Ghana, Sierra Leone, Mauritania and Rwanda. REACH facilitators have proven to be a key resource for compiling country papers for the forthcoming East and Central Africa CAADP workshop.

**Outcome 3: Increased capacity at all levels**

The overall goal of REACH is to build national capacity to manage and govern a multi-sectoral approach to nutrition. REACH focuses on enhancing functional capacities; for example policy and action planning; multi-sector coordination; knowledge sharing, partnering, etc. REACH acknowledges three dimensions of capacity: individual; organizations; and policy and sociopolitical environment. In coordination with other development partners, REACH helps governments establish and support the multi-sectoral coordination structures that are required to increase coherence in existing programs and optimize use of scarce resources.

Most of the REACH countries now have multi-stakeholders coordinating platforms in place, with different structures and designs:

<table>
<thead>
<tr>
<th>Executive Power (President’s or Prime Minister’s Office)</th>
<th>Transitioning</th>
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<tbody>
<tr>
<td>Ghana - Mauritania - Tanzania - Uganda - Nepal - Niger - Rwanda</td>
<td>Sierra Leone</td>
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<tr>
<td>Line Ministry</td>
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<td>Bangladesh - Ethiopia - Mali - Mozambique</td>
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**NEPAL**

In order to support the high-level National Nutrition and Food Security Steering Committee, a National Nutrition and Food Security Secretariat was set up in Nepal. Placed in the National Planning Commission (NPC) under the Prime Minister, this body will support the Government of Nepal in achieving its nutrition objectives. The overall goal of the National Secretariat is to provide support in coordinating and assisting policy making, with emphasis on a multi-sectoral approach, thereby contributing to improving the food security and nutritional status of the population of Nepal. REACH contributed to the establishment of the Secretariat, providing technical and financial support. REACH facilitators have been appointed to lead the Secretariat.
MOZAMBIQUE

REACH facilitators are hosted by and provide on-going support to the Technical Secretariat for Food Security and Nutrition (SETSAN) for multi-sectoral coordination and management. This has led to increased SETSAN visibility and leadership in key national, regional and global meetings relevant to nutrition. The facilitators also support the nutrition coordination mechanism at the technical level, helping to ensure continued and active participation of key sectors, preparing progress reports for intra- and inter-Ministerial meetings and fostering knowledge-sharing among group members. The facilitators are playing a key role in supporting SETSAN with the decentralization of the national nutrition plan and helped develop a toolkit to assist provinces with this process.

NIGER

In Niger, REACH has moved quickly to support various multi-sectoral nutrition coordination efforts. Among these, REACH has contributed to the development of the 3N (Nigeriens Nourrissent les Nigeriens) nutrition implementation strategy, helping in the formulation of a designated section on the Nutrition Multi-sectoral Steering Committee. REACH also contributed to the reflexion on the inter-sectoral linkages at the sub-national level. The HC3N (Haut Commissariat aux 3N) lies under the direct supervision of the President. Its first coordination structure is the Interdepartemental Orientation Committee (Comité Interministériel d’Orientation), chaired by the Prime Minister. Each strategic theme is managed by a Multisectoral Steering Committee. The Committee for Nutrition is chaired by the Minister of Health and brings together all of the sector ministries concerned with nutrition and food security. As a result, nutrition is more prominent in the HC3N ToR and structure.

Outcome 4: Increased efficiency and accountability

Accountability and effective management of nutrition actions are critical to successfully scale-up nutrition actions. Increased effectiveness is at the core of the REACH approach, and thus is inherent to all REACH activities.

Clear definition of roles and responsibilities fosters increased efficiency and collaboration in an effort to draw on each partner’s strengths. REACH helps increase awareness of such among stakeholders, which in turn, helps articulate clear channels of funding management, effective disclosure of information and active monitoring of implementation. REACH also supports comprehensive information systems by taking stock of existing systems and facilitating discussions with country stakeholders to identify opportunities for synergy.

In 2012, REACH countries started gathering M&E data requirements for the REACH baseline assessment. The baseline calls for compiling data on a vast range of elements of nutrition governance and management. These efforts seek to capture progress and identify major milestones and critical success factors for good nutrition governance and management as the REACH engagement proceeds in-country.
**Uganda**

In Uganda, REACH and UN partners are supporting an analysis of sectoral budgetary and expenditure data following costing exercises for nutrition scale-up. The Office of the Prime Minister has issued a directive to the Ministry of Finance to create a budget line for nutrition in the 2013/2014 fiscal year. Furthermore, the Ministry of Finance has directed districts to create a budget line for nutrition work in their 2013/14 plans.

Real monitoring data across relevant sectors should inform decision-making regarding the scale-up of nutrition actions. Ideally, such data may be supplemented with scientific and practice-based evidence to further inform these efforts. REACH strengthens linkages between national information systems across sectors and compiles regular, synthesised reports for members of nutrition coordination mechanisms.

The REACH engagement among the four REACH UN agencies has raised the profile of nutrition in the context of ‘One UN’.

**Ghana**

In Ghana, nutrition has been identified as a priority by the Interagency Programming Group. The IPG adopted “nutrition” as one of two themes the UN Communication group will promote in 2013. REACH will work with the UN technical nutrition focal points and the UN Communication group to identify priority nutrition messages and advocacy strategies to promote key nutrition issues.

**Knowledge-sharing**

Knowledge sharing is one of REACH’s four key areas of work at the global and country levels. In 2012, REACH made significant progress towards the development and expansion of the REACH knowledge-sharing network. The new REACH website was launched on 7th November 2012 providing a renewed opportunity to inform and disseminate information from REACH to the general public. While the Secretariat is responsible for the overall management of the site, each REACH country Facilitators and Technical Working Group are responsible for providing regular updates of information materials on key events, actions and nutrition progress for dissemination to the public. The REACH website can be accessed at [http://www.reachpartnership.org/](http://www.reachpartnership.org/).

Working in 13 different countries in Africa and Asia, REACH can utilise the various experiences and share them with their government counterparts, who very often are quite interested in “best practice” or lessons learned in other countries.
Partnerships

REACH also engages with other non-REACH UN Agencies at the country level. For example, there are plans to engage with UN Women in Nepal to support the ongoing integration of Gender in nutrition policies, plans and programmes. In Sierra Leone, UNFPA has been involved in key components of the nutrition multi-sectoral plan.

The reporting year brought rich developments with academic and research partners to support various functions. These alliances and/or their related deliverables are listed below:

- Colombia University/Earth Institute collaborated with REACH on selected activities on M&E and agriculture-nutrition linkages;
- Policy briefs have been developed and incorporated in the governance section of the Facilitators Training Manual; and

REACH, in collaboration with Wageningen University/Sierra Leone Agricultural Research Institute, finalised the Sierra Leone operational research report. This work was supported by the Bill and Melinda Gates Foundation through REACH.

REACH also collaborated with various NGOs in 2012. World Vision supported REACH by seconding a Programme Officer to the REACH Secretariat. REACH also continues to work closely with NGOs in regional networks such as the Nutrition Working Group in West Africa.

The Global REACH Coordinator is a member of the Multi-Partner Trust Fund (MPTF) management board. REACH has also been involved in the administrative management and coordination of the project funded by the Multi Partner Trust Fund (MPTF) in Mozambique, Nepal, Bangladesh and Niger.

CIDA has been an active partner and adviser in global nutrition issues, including for REACH. CIDA directly supports eight of the REACH countries. USAID supports REACH in Ethiopia and provided seed money for REACH in Niger. The European Union has recently agreed to fund REACH in Niger over the next 3 years.
Opportunities: What Next?

The REACH approach and supporting tools are continuously being refined, taking into account country experiences and lessons learned. Based on the established and expanding REACH network, REACH continues to play a critical, catalytic role in scaling-up nutrition actions, both in global fora and in selected countries.

The demand for REACH support is growing, particularly among SUN countries, as increased attention is awarded to nutrition and the SUN movement gains momentum. Many stakeholders see the value REACH can bring to SUN processes and increased UN coherence at country level. Several additional countries have expressed interest in implementing REACH, applying the present or ‘adapted’ models.

Based on the established and ever increasing REACH network and internal capacities, there are opportunities for REACH to continue to play a critical role in the process of scaling-up nutrition to additional countries burdened by undernutrition.

REACH will strengthen its capacity to respond to the growing needs by continuing to develop the contents of the Facilitator’s Kit, documenting good practices and cases studies, sharing knowledge and undertaking rigorous M&E. These contributions will not only enhance REACH country operations, but also enrich global knowledge on multi-sectoral nutrition governance.

The overall goal of REACH is to build capacity: REACH contribution is progressively mainstreamed into national sustainable mechanisms for nutrition governance. We believe that by working together through coordinated, multi-sectoral nutrition actions, we can achieve a decisive impact in the fight against mother and child undernutrition.