



UN Network

SERIES 1

Tales be told

A compilation of country stories, promoting collective action on nutrition



*“Work towards clearly defined,
measurable collective outcomes,
in support of country priorities.”*

MS. METSI MAKHETHA,
UN RESIDENT COORDINATOR,
BURKINA FASO



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Foreword

Every country faces nutrition problems. Many of them are contending with multiple, sometimes, interrelated burdens of malnutrition. The consequences can be severe and even irreversible if not addressed during the critical period from conception to a child's second birthday. In some circumstances, malnutrition can be handed down from one generation to another.

Empirical evidence shows that poor diets were responsible for one in five deaths among adults globally in 2017. Climate change and conflict are compounding factors. Gender inequities prevail in many countries and communities, which likewise pose a menace to good nutrition. Yet, malnutrition is preventable, and research indicates that for every USD 1 invested in nutrition, there is a return of USD 16. Good nutrition even has the power to drive sustainable development.

Since malnutrition is rooted in a complex web of causes that implicate a number of sectors, addressing malnutrition requires a holistic approach that is person-centred. This calls for the active engagement of multiple stakeholders from different sectors (e.g. health, education, agriculture, water and sanitation, social protection, labour) in a gender-sensitive manner. The UN [Nutrition] Network is committed to enhancing multi-sectoral nutrition action from advocacy to policy formulation to programming on the ground. As one of the main networks of the Scaling Up Nutrition (SUN) Movement, it works closely with SUN Government Focal Points, nutrition coordination mechanisms and other stakeholders at the country level to stimulate and empower cohesive multi-sectoral nutrition action in order to make a lasting difference in people's lives.

The active engagement of United Nations Resident Coordinators is central to galvanizing joint action within the UN family, including with those UN agencies who are newer to but have an important role to play in the nutrition agenda. Windows of opportunity, such as UN reform, are enabling the Network to explore new frontiers and ways of working and reinforce the need for collective action in a systems approach.

As we head into the final decade of the 2030 Agenda, it is more crucial than ever to demonstrate results. With today's technology, we are in a better position to monitor progress, share experiences as well as to identify bottlenecks, enabling us to deliver more effectively and efficiently. There is much more work to be done and no time to waste. While there are some promising signs that we are heading in the right direction, reaching nutrition targets will require a joint effort, tireless dedication and an openness to doing things differently.

Dr. Purnima Kashyap

Director/UN Network Global Coordinator



Acronyms

CFSNS	Comprehensive Food Security and Nutrition Survey
CLM	<i>Cellule de Lutte Contre la Malnutrition</i> (Fight against Malnutrition Unit) – Senegal
CNCN	<i>Conseil National de Concertation en Nutrition</i> (National Council for Nutrition Coordination) – Burkina Faso
CRF	Common Results Framework
CRNA	<i>Comités régionaux de la nutrition et d'alimentation</i> (Regional nutrition and food committees) – Chad
CSN	[SUN] Civil Society Network
CTPNA	<i>Comité Technique Permanent de la Nutrition et de l'Alimentation</i> (Permanent Technical Committee on Food and Nutrition) – Chad
DHIS2	District Health Information Software, Version 2
FAO	Food and Agriculture Organization of the United Nations
GAC	Global Affairs Canada
GNR	Global Nutrition Report
KB	Knowledge Broker
IASC	Inter-Agency Standing Committee
IFAD	International Fund for Agricultural Development

IFPRI	International Food Policy Research Institute
LGU	Local Government Units
MCBM	Multi-sectoral Community Based Model
MICS	Multiple Indicator Cluster Survey
MOH	Ministry of Health
MS-NPAN	Multi-sectoral National Plan of Action for Nutrition – Myanmar
NGO	Non-governmental Organization
NIPN	National Information Platforms for Nutrition
NNC	National Nutrition Council – The Philippines
NNP	National Nutrition Policy
PAINA	<i>Plan Intersectoriel de Nutrition et d’Alimentation, 2017-2021</i> (Inter-Sectoral Food and Nutrition Plan) – Chad
PNNA	<i>Politique Nationale de Nutrition et d’Alimentation</i> (National Food and Nutrition Policy, 2014 - 2025) – Chad
PSMN	<i>Plan Stratégique Multisectoriel de la Nutrition</i> (Multi-sectoral Strategic Nutrition Plan) – Senegal
REACH	Renewed Efforts Against Child Hunger and undernutrition
SBCC	Social and Behaviour Change Communication
SDG	Sustainable Development Goal
SISN	Society for Implementation Science in Nutrition
SMART	Standardized Monitoring and Assessment of Relief and Transitions
SMS	Scaling Up Nutrition Movement Secretariat

SOFI	State of Food Security and Nutrition in the World
SUN	Scaling Up Nutrition Movement
TAN	Technical Assistance for Nutrition
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNN	UN [Nutrition] Network
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNOPS	United Nations Office for Project Services
UNRC	United Nations Resident Coordinator
UNSDCF	United Nations Sustainable Development Cooperation Framework
UN WOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
USAID	US Agency for International Development
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme
WHO	World Health Organization

Introduction

The UN [Nutrition] Network was founded in 2013 by the Principals of the Food and Agriculture Organization of the United Nations (FAO), International Fund for Agricultural Development (IFAD), United Nations Children’s Fund (UNICEF), World Food Programme (WFP) and World Health Organization (WHO). Since then, it has increasingly engaged other United Nations agencies at the country level, whose work supports nutrition outcomes. Today, the UN Network (herein UNN) plays an integral role in the Scaling Up Nutrition (SUN) Movement and has expanded its support to other countries (e.g. Egypt and Bolivia) in response to growing demand. UNN also embraces the United Nations Decade of Action on Nutrition (2016–2025) as an opportunity to further promote increased action and investment in nutrition.

As a platform for operationalizing integrated action and partnerships for nutrition, UNN embodies the spirit of UN reform. It helps the United Nations agencies align efforts to accelerate progress towards addressing malnutrition in all its forms and empowers government-led nutrition coordination mechanisms to perform better. To this end, it consolidates the technical expertise and presence of its individual member agencies to help the United Nations speak with one voice on nutrition.

This book is the first of an emerging series which aims to document how UNN is adding value to the SUN Movement, how this is translating into decreased levels of malnutrition and how this is improving the lives of the people that the United Nations serves in different corners of the world. It is a collection of inspirational stories that illustrate how UNN is fostering collective action on nutrition in various countries.

In Series 1, read about how the UNN is elevating nutrition to the highest level, including within the UN System, to mobilize and bolster the multi-sectoral, multi-stakeholder approach. This includes measures to engage the United Nations Resident Coordinators (UNRCs) in the national nutrition agenda, capitalizing on the enhanced role of the UNRCs bestowed through the UN reform. Other stories profile the expanding UNN membership – going beyond those United Nations agencies with a nutrition mandate.

A number of stories illustrate how the UNN portfolio of analytical tools and neutral facilitation support are helping to unpack the nutrition situation in its entirety, including the vast landscape of nutrition actors. They explore how the analytics are effective conversation-starters and door openers, not only among technical specialists, but also among policy-makers and executive powers. Of particular importance, the stories highlight how these measures are helping to bridge humanitarian and development workstreams and guide decision-making at the country level.

This work would not have been possible without the generous support of donors over the years. A special thanks is given to the European Union (EU), Global Affairs Canada (GAC), Irish Aid, FAO, IFAD, UNICEF, United Nations Office for Project Services (UNOPS), WFP and WHO.

UNN Country Stories







Breaking the 'cycle of vulnerability'



AN INTERVIEW WITH
MS. METSI MAKHETHA,
UN RESIDENT COORDINATOR,
BURKINA FASO

Tale 1

There are some striking parallels between the work that UNN-REACH does and the work of the UNRC since UN reforms were implemented in January 2019 that moved the position to the Secretariat. While the mandates are not the same, the qualities necessary for the job are similar; both roles require neutrality, trust-worthiness, an ability to connect diverse interests towards a common goal. Both parties look at what activities are already being implemented and find ways to coordinate their efforts.

Ms. Metsi Makhetha is responsible for coordinating nineteen UN entities in a country that is among the poorest in the world. Among the multitude of development issues for the country are nutrition obstacles that lead to a 9 percent wasting prevalence for children under 5, and a stunting prevalence that ranges from 6 to 39 percent from region to region, according to Ministry of Health figures from 2018. These figures are compounded by poor maternal nutrition and anaemia among adolescent girls as well as non-exclusive breastfeeding practices that further exacerbate a precarious first six months for babies.

Despite these obstacles, Ms. Makhetha is full of optimism and determination.

In October 2018, a Common Narrative on Nutrition,¹ was compiled by five UN agencies and the six SUN networks. Ms. Makhetha was engaged in the process and provided feedback on the document, which gives an analysis of the nutrition situation and the challenges faced, drawing largely upon UNN-REACH analytics and insights. It outlines actions being taken by FAO, UNFPA, UNICEF, WFP and WHO – UNN agencies – to improve nutrition and includes specific nutrition targets.

1 Visit: <https://www.unnetworkforsun.org/sites/default/files/documents/files/Common%20UNN%20Narrative-Burkina%20Faso-18Apr2019%20%28Final%29.pdf>.

With over 20 years of experience in sub-Saharan Africa, Ms. Makhetha has overcome a wide range of challenges, including unexpected changes in government and emergencies. Originally from South Africa, she has a vision for the continent.

Recently, she was interviewed about how she has used her role as UNRC to advance nutrition targets in Burkina Faso.

What's your approach to the role of UNRC?

I have always figured if we are to make a difference it's not going to happen in the spaces where we have been. The world where it is today is not exactly where it should be. As the RC, what are the instruments I have to mobilize differently and address chronic challenges? Surely there has to be a way to progressively reduce humanitarian assistance for families [caught in] the same cycle of vulnerability.

[This is] an opportunity to advance collective leadership and demonstrate that the UN can engage beyond the ways we have traditionally engaged; to make it clear that the capacity of the country lies beyond the traditional structures we have been working with.

How do you help various actors work together?

When I came to Burkina Faso in 2016, I was coming from a context where we had been formulating Humanitarian Response Plans for the past 15 years or more, and I had seen that everyone was doing their best. The development partners were doing what they were meant to be doing; the humanitarian community was responding – but the two were not talking to each other. They each had ideas about what the other was supposed to be doing.

One of the first things I did was create a space where people could see we're all in the same boat. We're all concerned for the welfare of the people. We're concerned that communities in the Sahel region are reached and that they have access to basic services. We are concerned about the same mother who has to feed the child every morning. We talk about hope and dignity. How do we, through joint effort, make that a reality?

How is Burkina Faso progressing towards the Sustainable Development Goals (SDGs) for 2030?

The multi-sectoral aspect of [the government's nutrition] plan requires that you continually engage with other networks [such as humanitarian non-profits, private sector, etc.]. UNN-REACH provided the platform for the UN to stay connected to the rest of the actors, with the SDGs as a collective goal. What will it take to get to SDG2, Zero Hunger, for Burkina-Faso? UNN-REACH kept us focused on this.

How did UNN-REACH support you in this process?


UNN-REACH was integral to this process. It was like a lever for us, because it supported the [UN] Network for Scaling Up Nutrition. You need somebody that checks the plan. How we are going to execute the plan, whether we leverage resources to address and prevent malnutrition. Importantly, whether we work with the country in a manner aligned with its overall priorities.

To prevent malnutrition this past year, we had to act very quickly, a choice reflected in our planning documents after we did a joint analysis with humanitarian and development actors. This year, we engaged government and partners to ring the alarm bells much earlier than usual.













FIGURE 1.

Excerpt from the Policy and Plan Overview (2016) conducted through UNN-REACH

Decentralized development plans cover nutrition to varying degrees, with scope to further integrate nutrition into many of them



UN Network
REACH

	Commune Development Plans	Period covered	Next revision	Responsible Ministry	Partners*	Nutrition	Remarks
Communal	 Kantchari (PCDK)	2015-19	2017	Territorial & Decentralization Administration	WFP		<ul style="list-style-type: none"> • 4/27 core nutrition actions, 4/27 relevant core nutrition actions • Acknowledges existing gender inequalities, that make women more physiologically vulnerable • While it recognises & includes nutrition-sensitive interventions, it does not mention nutrition-specific interventions
	 Manni (PCDM)	2015-19	2017	Territorial & Decentralization Administration	FAO & WFP		<ul style="list-style-type: none"> • 6/27 core nutrition actions, 6/27 relevant core nutrition actions • Acknowledges that children 0-5 yrs. old and pregnant women are susceptible to chronic malnutrition • Doesn't further elaborate on the importance of good nutrition, including links between poor maternal nutrition & chronic malnutrition
	 Tibga (PCDT)	2015-19	2017	Territorial & Decentralization Administration	WFP		<ul style="list-style-type: none"> • 5/27 core nutrition actions, 5/27 relevant core nutrition actions • Recognises links bwn animal husbandry & food security, but doesn't acknowledge malnutrition as a problem • Doesn't mention the importance of school feeding to nutrition & community development beyond noting their presence as an entry point
	 Gayeri (PCDG)**	2010-14	2017	Territorial & Decentralization Administration	WFP		<ul style="list-style-type: none"> • 4/27 core nutrition actions, 4/27 relevant core nutrition actions • Acknowledges the importance of the agriculture sector to food security, but not nutrition
	 Thion (PCDTH)	2015-19	2017	Territorial & Decentralization Administration	WFP		<ul style="list-style-type: none"> • 4/27 core nutrition actions, 4/27 relevant core nutrition actions • Doesn't include nutrition-specific interventions (e.g. optimal breastfeeding) in spite of mentioning that children < 5 yrs. & pregnant & lactating women are more susceptible to malnutrition • Underscores the importance of multi-sectorality & includes a plan for mobilising & training actors in order to achieve its objectives
	 Bani (PCDB)	2014-18	2017	Territorial & Decentralization Administration	WFP		<ul style="list-style-type: none"> • 4/27 core nutrition actions, 4/27 relevant core nutrition actions • Focuses on the most vulnerable people in society & the food insecurity they are experiencing. • Only includes nutrition-sensitive interventions without necessarily labeling them as such

Opportunities to better reflect nutrition in the community development plans for Tibga, Gayeri, Thion & Bani

*For simplicity's sake, only UN partners working with UNN-REACH, which were indicated in the document, were listed as partners on this page.
 **Formulated before Burkina Faso joined the SUN Movement in 2011.

What are some of the challenges you face when building coalitions?

The challenge is for each of the partners to go beyond what they consider their mandate to be. Everyone is doing an excellent job based on their own mandate. In the context of connected outcomes, we need to meet others halfway. It could be that you are seeing the gap in infrastructure for WASH [Water, Sanitation and Hygiene]. Can you reach out to a partner on the development side? The response is often, 'It's not my responsibility.' People are not supported to reach out to others. There have to be incentives for reaching out and creating bridges.

Who is the partner, who will create the incentive to get to a collective outcome? There is no easy answer to this as it is also about resources and flexible financing.

What's the way forward?

Resources should not be looked at from an agency perspective but guided by what results or outcomes they will contribute towards.

Keep actors engaged. In discussions with development partners, I always remind [them] that we have a commitment towards collective outcomes for nutrition and food security. I do the same with humanitarian actors.

Work towards clearly defined, measurable collective outcomes, in support of country priorities. We have seen a positive shift in government leadership and commitment. This is reflected in budgeting processes and resource allocation for nutrition and food security outcomes.



Burkina Faso's
Common Nutrition
Narrative emblematic of
new climate for increased
harmonization of
UN support



Tale 2

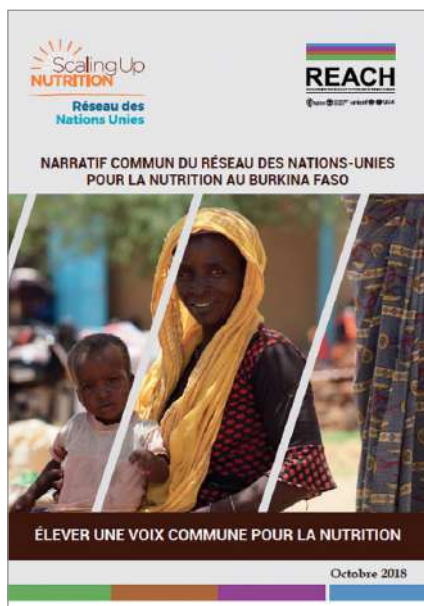
Burkina Faso has taken great strides to address malnutrition in the country. Not only has it reached a number of nutrition governance milestones, it has reduced child stunting from 35 percent in 2010 (Demographic and Health Survey) to 21 percent in 2017 (National Nutrition Survey). This makes Burkina Faso one of the success stories, where the UN Network has played a critical role in building the collective nutrition agenda.

Since 2014, the UN Network, through its intensive arm, REACH, has worked closely with the SUN Government Focal Point and other authorities to employ a participatory approach that has mobilized multiple sectors whose work supports nutrition outcomes. Today, roughly eight ministries (Agriculture, Education, Health, Local Governance, National and Women's Solidarity, Research, Social Protection, Trade and WASH) are engaged to fight malnutrition in full force. This UN Network (UNN) support has also been instrumental in galvanizing stakeholders from the other SUN networks. Many actors, including the UNRC, recognize that UNN's neutral facilitation and analytics have served as door openers, bridges and anchors to establish a common language and ground multi-sectoral/stakeholder nutrition action.

The [Common Narrative on Nutrition](#)² joins the country's list of achievements and efforts to step up collective action on nutrition. While the document was developed by UNN, it takes into account the greater SUN Movement architecture and processes. It was conceptualized to serve as a catalyst for discussions with government and other partners about successive SUN activity at national and sub-national levels to nurture the collective spirit of the SUN Movement. A set of recommendations are articulated for each of the six SUN networks active in-country, including the UNN, as well as for the SUN Government Focal Point,

2 Visit: <https://www.unnetworkforsun.org/sites/default/files/documents/files/Common%20UNN%20Narrative-Burkina%20Faso-18Apr2019%20%28Final%29.pdf>.

key ministries and decentralized government authorities, showcasing the UN’s unique multilateral role. The document is the fruit of various consultations with SUN stakeholders, and an outgrowth of a [joint UN nutrition agenda](#)³ that was formulated in 2017, when the UN came together to formulate a UN joint vision on nutrition. Officially launched in late 2018, during an event that was covered by national television and newspapers, the common narrative was later revised in light of those wider stakeholder discussions. This enabled the process to be even more inclusive.



Cover of Burkina Faso’s Common Narrative on Nutrition



Local newspaper coverage of nutrition stakeholders workshop

3 Visit: <https://scalingupnutrition.org/news/un-network-for-sun-bands-together-in-burkina-faso-to-formulate-a-un-nutrition-agenda-in-pursuit-of-nutrition-gains/>.

The narrative is based on an analysis of the nutrition situation and the challenges faced by stakeholders in the country, drawing upon UNN analytics. These include the Multi-sectoral Nutrition Overview dashboards,⁴ Policy and Plan Overviews,⁵ Nutrition Stakeholder and Action Mapping,⁶ UN Nutrition Inventory and Nutrition Capacity Assessment,⁷ which all SUN stakeholders can benefit from and use. This data-driven approach has been crucial for making the narrative action-oriented as well as recapping priorities and the evolution of Burkina Faso's SUN Movement. Among other aspects, the narrative outlines the measures being taken by FAO, UNFPA, UNICEF, WFP and WHO to improve nutrition and includes specific nutrition targets to help keep these efforts on track.

The UNRC, Ms. Metsi Makhetha, a coordination champion in her own right, seized the opportunity to engage in the process, share her strategic insights and inspire humanitarian and development colleagues to look through the same lens. In an interview with the UNN Secretariat, Ms. Makhetha speaks of her commitment “to create a space where people could understand we're all in the same boat. We're all concerned for the welfare of the people. Let's get together... UNN-REACH provided the platform for the UN to stay connected to the rest of the actors, with the SDGs as a collective goal.” The common narrative has since been widely disseminated with a view to triggering increased partnership and investment for nutrition action in the country.

4 Visit: https://www.unnetworkforsun.org/sites/default/files/2018-06/Burkina%20Faso%20MNO%20dashboards_0.pdf

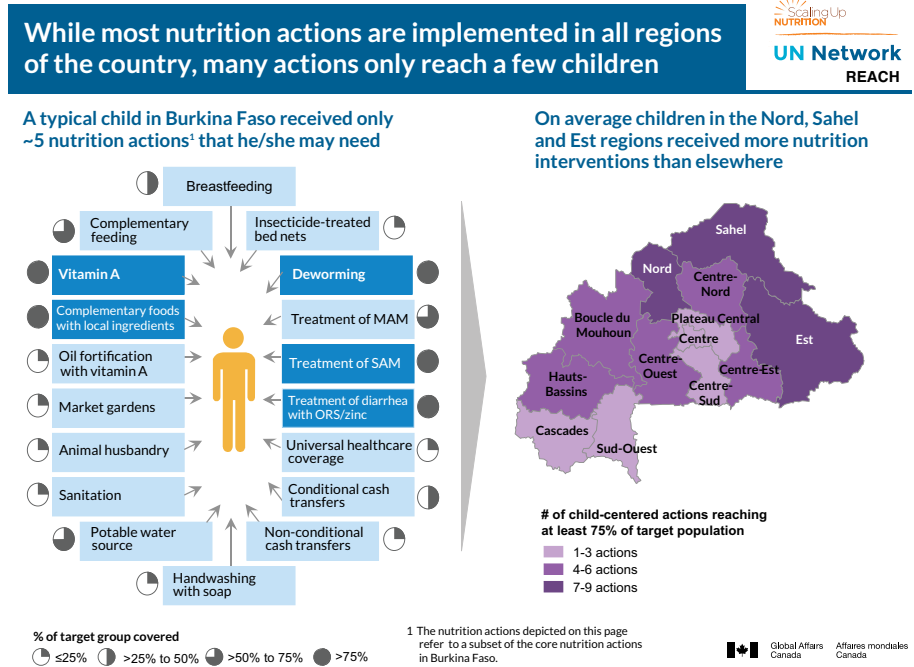
5 Visit: <https://www.unnetworkforsun.org/sites/default/files/2018-12/Policy%20Overview%20-%20Burkina%20Faso.pdf>

6 Visit: https://www.unnetworkforsun.org/sites/default/files/2018-06/Burkina%20Faso%20Mapping%20-%20National_0.pdf

7 Visit: <https://www.unnetworkforsun.org/sites/default/files/2018-12/Burkina%20Faso%20Nutrition%20Capacity%20Assessment%20%26%20Plan.pdf>

FIGURE 2.

Excerpt from the Nutrition Stakeholder and Action Mapping (2015) conducted through UNN-REACH



The UNN Secretariat is increasingly stepping up its outreach to UNRCs to engage them in the nutrition agenda at country level. A growing list of UNRCs have been mobilized from Burkina Faso to Bolivia, the Comoros, Congo, Costa Rica, Indonesia, Lesotho, Liberia, Mali, Nigeria, the Philippines, Sierra Leone, Zambia and Zimbabwe.



UN Network
growing strong
in Burundi

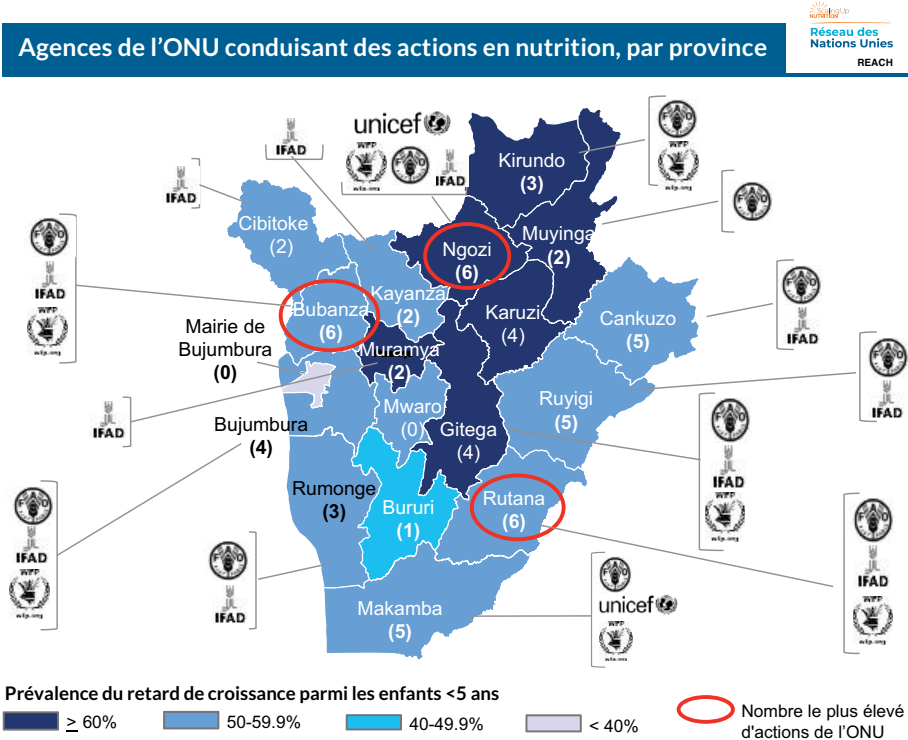


Tale 3

A number of UN colleagues gathered in Bujumbura on 30 July 2018 to 1 August 2018, eager to view the preliminary findings from the UN Nutrition Inventory that was carried out in Burundi. The retreat set out to leverage these results, with a view to improving UN collaboration across planning, targeting, implementation and M&E. It was moderated by the Chad UNN-REACH Facilitator, who spoke about how the exercise has spurred transformative change.

FIGURE 3.

Excerpt from the UN Nutrition Inventory (2018) conducted with support from the UNN Secretariat and the Chad UNN-REACH Facilitator



The Inventory, a strategic exercise supported by the UNN Secretariat, is a vehicle for expanding UN Network membership to other UN agencies, and thus further mobilizing the United Nations System for increased nutritional impact. This is not only a win for nutrition but also for sustainable development, understanding that nutrition is a key driver. Inspired by the initial findings, the Burundi Inventory prompted four other UN agencies – UNDP, UNFPA, UNHCR and UN WOMEN – to participate in the exercise. This has given rise to a second wave of data collection, which will integrate that from the additional UN agencies in order to obtain a more complete picture of UN nutrition support in Burundi. At the end of the retreat, three agencies announced their intention to join the UN Network in-country, and the fourth later followed suit.

The Inventory takes into account the wide spectrum of actions that support positive nutrition outcomes from animal rearing to breastfeeding education and counselling, prevention of adolescent pregnancy, taxes and subsidies to support good nutrition, Vitamin A supplementation, household water treatment, cash transfers and maternity protection, among others. These actions straddle multiple sectors, such as agriculture, education, health, labour, social protection, WASH and women's empowerment as well as multiple UN agencies. Data initially gathered from the five participating UN agencies (FAO, IFAD, UNICEF, WFP and WHO) were packaged into compelling visuals that illustrate gaps and overlaps, inciting action-oriented discussions about opportunities for increased synergies among the UN agencies. This, in turn, helps better equip UN actors to 'deliver as one' on nutrition.

In Burundi, as in other countries where the Inventory has been completed, these findings have helped to increase the understanding of what the UN agencies are doing to support good nutrition. A solid understanding of these singular efforts is vital for the collective UN Network, and most importantly, to reaching ambitious nutrition targets.

The UN Nutrition Inventory findings have since provided a basis for UN colleagues from nine UN agencies to develop a common UN Agenda on Nutrition,⁸ which covers the 2019-2023 period. This important milestone affirms UNN Burundi's commitment to join forces and collectively tackle malnutrition head-on. Stay tuned for key insights about the common narrative in Series 2 of UNN Tales Be Told.



UN Network Strategic Retreat
July-August 2018
FAO/Barnabé Ndayikeza

8 Visit: <https://www.unnetworkforsun.org/sites/default/files/2019-08/Agenda%20UNN%202019-2023%20Burundi%20Final%20%2828Aug2019%29.pdf>.



*Nutrition Capacity
Assessment,
a compass for strengthening
multi-sectoral actions to
ameliorate Chad's dire
nutrition situation*



Tale 4

The nutrition statistics for Chad are daunting. According to the 2018 State of Food Security and Nutrition in the World (SOFI) report, child stunting in Chad (39.9 percent) is climbing, well exceeding the new 'very high' population threshold (30 percent) being used by WHO and UNICEF. In some pockets of the country, the prevalence of stunting exceeds 50 percent. The exclusive breastfeeding rate, one of the most effective nutrition actions, has fallen to a dismal 0.1 percent. While overweight and obesity levels are low, a slight increase was reported in the prevalence of adult obesity, further complicating the situation. How is this possible given the attention the Government of Chad has devoted to nutrition in recent years and the myriad of external assistance it has received?

The country's high exposure to climate extremes as well as conflict are contributing to the high levels of malnutrition (SOFI 2018). These shocks undermine ongoing efforts to improve food security, care practices, access to health services and safe water as well as the sanitation environment. A nutrition capacity assessment, supported by the UNN's intensive service, REACH, sheds additional light. In many ways, the capacity assessment exercise reflects the crescendo of efforts to address the country's situation to improve nutrition governance and animate a multi-sectoral approach that addresses the causes of malnutrition at all levels.

The assessment unfolded over a three-month period, enabling the consultants to speak with several participants. The UNN-REACH Facilitator played an integral role, advocating for the study, which was covered by UNN-REACH funding. The idea was initially pitched to UNN focal points and the SUN Government Focal Point, who were actively engaged throughout the process, to ensure engagement across sectors. In addition, the UNN Secretariat supported the Facilitator by imparting learning from similar assessments in other countries (e.g. Burkina Faso, Lesotho and Senegal).

Taking the form of a qualitative study, information was gathered through a desk review, key informant interviews and focus groups with representatives from government and the respective SUN networks, including the UN Network. The assessment team measured capacities in four strategic areas: 1) the integration of nutrition into four main sectors; 2) enabling environment; 3) capacity building; and 4) advocacy, communications, data and networking. It also took into account the eleven pillars of the National Food and Nutrition Policy, 2014 - 2025 (*Politique Nationale de Nutrition et d'Alimentation* or PNNA), understanding that they constitute the functions of the Permanent Technical Committee on Food and Nutrition (*Comité Technique Permanent de la Nutrition et de l'Alimentation* or CTPNA), and thus should be part and parcel of the assessment.

TABLE 1. Adapted from capacity assessment report

STRATEGIC THEME	11 STRATEGIC AXES OF THE NATIONAL FOOD AND NUTRITION POLICY
Mainstreaming nutrition into ...	<ul style="list-style-type: none"> • The health system • Food security • Community nutrition programmes and water and sanitation • The education system
Enabling environment	<ul style="list-style-type: none"> • National surveillance system for food and nutrition security • Elaboration and implementation of standards and legislation on food and nutrition • Strengthened partnerships with civil society, the private sector and relevant local movements
Capacity building	<ul style="list-style-type: none"> • Institution strengthening
Advocacy, communications, data & networking	<ul style="list-style-type: none"> • Messaging and communications on food and nutrition • Promotion of and support for applied research in nutrition

The study focused on the functional capacities of the CTPNA, led by the SUN Focal Point and supported by eight SUN networks.⁹ In addition, it also encompassed newly established food and nutrition committees in five regions – Guéra; Logone Occidental; Ouaddaï; Tandjilé; and Wadi Fari – looking at their respective capacity to plan, manage and coordinate nutrition actions. Not only did the assessment identify a series of capacity development needs, it also documented strengths and achievements.

TABLE 2. *Excerpt from capacity assessment report*

THEMATIC AREA 3: CAPACITY BUILDING	
Strengths	
✓	Actors have a clear vision of an effective capacity building approach to support the achievement of nutrition objectives
✓	Implementation of inter-network capacity building initiatives (e.g. between Parliamentarian and Journalist Networks) allowing parties to better leverage their areas of expertise
Limitations	
✓	Permanent Technical Food and Nutrition Committee (CTPNA) lacks a strategic plan for capacity building
✓	Obsolete nutrition training curricula for diploma courses
✓	Absence of training modules to strengthen nutrition-related knowledge and skills for all stakeholders

⁹ These SUN networks include: 1) the UN Network; 2) the Civil Society Network; 3) the Donor Network; 4) the Business Network; 5) the Parliamentarian Network; 6) the Scientific Network; 7) the Journalists Network; and 8) the Champion's Network.

This enabled country actors to build upon these strengths when tackling the current challenges. In this light, the report positioned the members of the CTPNA both as change agents and recipients of capacity development activities, outlined in the 5-year nutrition capacity development plan.



Among the key findings, the assessment revealed that sectoral participation in monthly CTPNA meetings is variable as is the functionality of the regional coordination committees and the extent to which nutrition is institutionalized within related sectors. It recommended efforts to mainstream nutrition within the line ministries, including sectoral policies. It also found that many communication activities regarding multi-sectorality have been carried out by various actors, such as the CTPNA steering committee and the SUN networks (Parliamentarian, Civil Society and UN). With that said, it recommended improving CTPNA's internal and external communications in order to leverage its members' ability to further institutionalize nutrition within the health, education, agriculture and WASH sectors.

In general, the study found that the country has taken great strides to create a solid foundation in terms of nutrition governance frameworks, coordination architecture and political commitment to combat malnutrition. Further efforts – including capacity development activities to formalize the *modus operandi* of CTPNA as well as the articulation of a strategic vision for the regional food and nutrition committees (*Comités régionaux de la nutrition et d'alimentation*, CRNAs) – are needed to translate this into concrete action. With these insights, the nutrition coordination platforms will be better equipped to operationalize the PNNA and the corresponding Inter-Sectoral Food and Nutrition Plan (PAINA) at all levels. Country actors found the exercise to be useful in that it provided context-specific diagnostics and avenues for action-based solutions. A Nutrition Stakeholder and Action Mapping was launched in December 2018, thanks to UNN-REACH support and generous EU funding, to ascertain the coverage levels of core nutrition actions. The mapping is building Government capacity to better coordinate nutrition action across diverse stakeholders and sectors in pursuit of common nutrition goals. Read [Chad's Nutrition Capacity Assessment Report](#) to learn more.¹⁰

10 Visit: <https://www.unnetworkforsun.org/sites/default/files/documents/files/Nutrition%20Capacity%20Assessment%20Chad-Final%20%286Jun2018%29.pdf>.



Multi-sectoral
nutrition mapping
exercise in the
Democratic Republic
of Congo highlights
opportunities for
intensifying nutrition
actions at
sub-national levels



Table 5

A government-led mapping exercise was successfully executed in the Democratic Republic of Congo (DRC), culminating in a validation workshop on 28 September 2018 in the nation's capital. The exercise drew upon UNN support and a tool initially developed by the Network's intensive support service, UNN-REACH. Funded by UNICEF, the mapping was an ambitious undertaking that engaged a range of stakeholders, including contributions from the nutrition inter-donor group in-country.

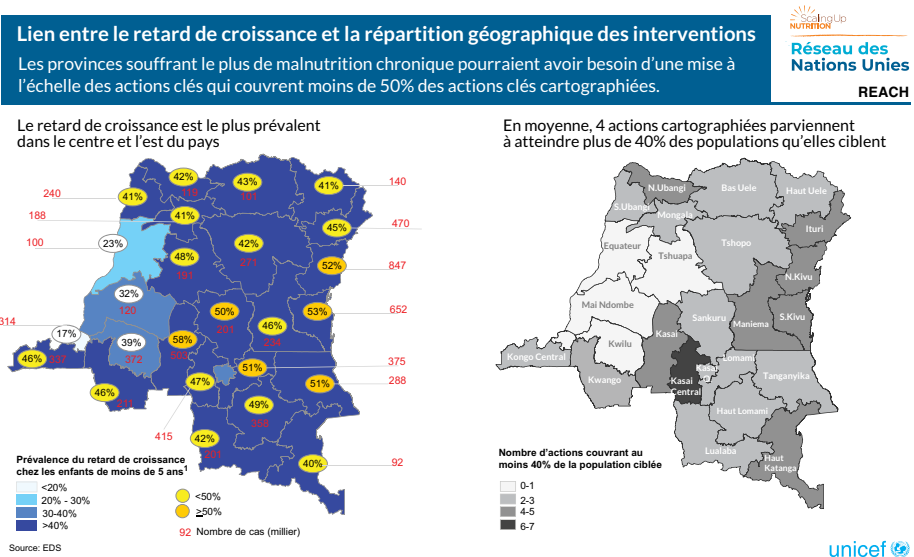
The mapping encompassed a total of 23 actions that support positive nutrition outcomes at national and provincial levels. In addition, it covered health zones in seven provinces to get a better sense of decentralized action intensity. Strategic comparisons were made between geographical intervention coverage, target groups and delivery mechanisms, elucidating vast coverage discrepancies in some cases. For instance, the coverage of complementary feeding counselling considerably varied between health zones with Kasai and Kasai Oriental exceeding 75 percent coverage while others (Sankuru and Sud Kivu) reporting less than 25 percent coverage.

It also underscored the need to focus on results. While the distribution of family planning inputs is carried out by many actors in all provinces, coverage among individuals 15-49 years old was consistently less than 2%. Equally important, the mapping identified data gaps that inhibited the calculation of population coverage for some actions, such as breastfeeding counselling in two regions and animal health services for animal husbandry and aquaculture that have a nutritional objective.

Overall, the exercise indicated that less than half of the actions mapped cover more than 50% of their targets in all provinces, presenting opportunities for scale-up, particularly in provinces with high stunting levels. It, furthermore, highlighted that while coverage is highest in the grand Kasai and the northwest of the country, chronic problems are elsewhere. Intrigued? More details are available in the [mapping report](#)¹¹ and articles featured in the local press (Agence Congolaise de Presse | [Forum des As](#)).¹²

FIGURE 4.

Excerpt from the Nutrition Stakeholder and Action Mapping in DRC (2017–18)



11 Visit: <https://www.unnetworkforsun.org/sites/default/files/2018-10/DRC%20Mapping%20-%20Final.pdf>
 12 Visit: <https://forumdesas.org/spip.php?article17212>.



UN Network develops
Common UN Agenda on
Food and Nutrition
Security (2017-2021) in
Haiti, paving the way for
increased convergence



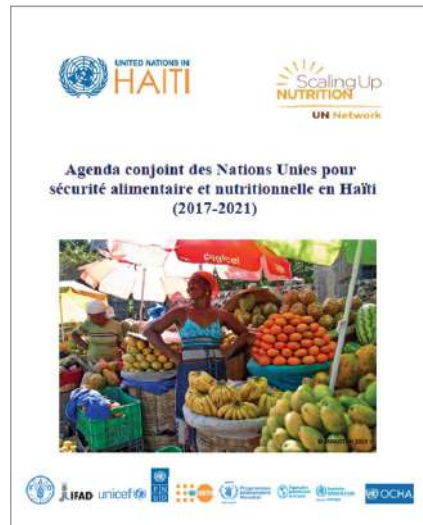
Table 6

Following a series of consultations, initiated in 2016 and facilitated by UNN-REACH, the United Nations agencies have launched a Common UN Agenda on Food and Nutrition Security (2017-2021) in Haiti¹³ in support of doing business differently in nutrition. Essentially, the Agenda serves as a declaration of intent to improve UN nutrition support through a common vision and priority actions, both policy and programming-related. The efforts engaged eight UN agencies, including the five members of the UN Network in-country, namely: FAO; IFAD; UNICEF; WFP; and WHO. In addition, UNDP, UNFPA, UNOCHA and the UNRC participated in a pivotal workshop alongside the member agencies, which was held in May 2017, and the ensuing development of the Common UN Agenda. The involvement of both humanitarian and development actors was key in view of the recurrent emergencies in Haiti and the pressing need to build resilience.

Findings from the UN Nutrition Inventory, completed in 2016, as well as responses to a pre-workshop questionnaire fed into the retreat, helping to safeguard the objectivity of those discussions. Moreover, the presence of UNN-REACH was crucial for brokering neutral, solution-oriented, inter-agency workshop discussions. Together, these resources helped participants to discern how to address gaps and unpack ways of working together on nutrition and food security in a more efficient and cohesive manner, enabling the UN System to better contribute to the SDGs, particularly SDG2.

13 Visit: <https://www.unnetworkforsun.org/sites/default/files/documents/files/Agenda-commun-des-NU-pour-la-SAN-2017-2021-Haiti-Final.pdf>.

The outcomes of these participatory discussions informed the development of the Common Agenda. The Agenda also drew upon visuals from the Multi-sectoral Nutrition Overview, completed through UNN-REACH, which compiled secondary data and other inputs generated by United Nations agencies to depict the situation in the country. This also provided context about the nutrition governance landscape and ensured that the Agenda was tailored to the unique Haitian context. Lastly, the document identifies indicators to track the status of its operationalization. Similarly, the active engagement of UNOCHA has been sustained in exercises such as the UNN-REACH mapping, demonstrating more broadly how UNN is helping to foster a more inclusive and systematic way of addressing nutrition at the country level.



Cover of Common UN Agenda on Food and Nutrition Security in Haiti (2017-2021)



The keys to a healthy and productive Basotho Nation



LESOTHO'S NEW
NATIONAL NUTRITION
STRATEGY AND PLAN

Tale 7

The cover page says it all. Lesotho is on the path to ‘kicking out hunger and malnutrition’ by working together across sectors and stakeholder groups from the national to the community level. Mindful that there will be bumps in the road, these efforts will require further capacity strengthening, including for effective coordination. The recent validation of the national Food and Nutrition Strategy and Costed Action Plan (2019-2023)¹⁴ among technical actors has brought renewed energy to the nutrition circle, which will help actors sprint to the finish line. The document is in the process of receiving the final government endorsements as per official protocols.



14 Visit: [https://www.unnetworkforsun.org/sites/default/files/documents/files/Lesotho Food %26 Nutrition Security Strategy %26 Costed Action Plan %2825Mar2019%29-Posted.pdf](https://www.unnetworkforsun.org/sites/default/files/documents/files/Lesotho%20Food%20Nutrition%20Security%20Strategy%20Costed%20Action%20Plan%202019%20-%20Posted.pdf).



With the mission “*To implement and scale-up proven and innovative multi-sectoral nutrition interventions*” the document addresses the triple burden of malnutrition, using a partnership-oriented approach under the realm of Agenda 2030. Key results areas encompass themes as diverse as maternal and child health, food value chains, WASH, social protection and gender as well as related enabling factors. Actors – government, UN, civil society and other development partners – drew upon the data and visual outputs generated through the UNN tools to understand the scope, magnitude and distribution of the country’s nutrition challenges. One of these

tools, the Multi-sectoral Nutrition Overview,¹⁵ was hailed as eye-opening to many working in the country and even appears as one of the suitcases loaded on the bus in the cover page. Similarly, the Nutrition Governance Capacity Assessment¹⁶ identified gaps and opportunities to bolster nutrition action, thereby informing the capacity development activities outlined in the plan (e.g. Cadre establishment for food and nutrition in the public service, establishment or strengthening of a National Food and Nutrition Advisory Team). Not only did these analytics help frame the strategy and planning workshop discussions, they also ensured that the document was tailored to the country context.

The strategy and its corresponding action plan were elaborated through an extensive consultative process, led by the country's Food and Nutrition Coordinating Office with close support from UNN-REACH. Consultations unfolded at the national, district and community levels, followed by participatory formulation and costing workshops. This approach was pivotal to securing buy-in and giving roots to successive action. The final strategy and plan come with a price tag of approximately USD 239 million over its five-year period. Findings from the Nutrition Stakeholder and Action Mapping,¹⁷ concluded in early April 2019, are helping actors prioritize these actions, giving particular consideration to those with low coverage.

15 Visit: <https://www.unnetworkforsun.org/sites/default/files/2018-10/MNO%20Lesotho-Posted.pdf>

16 Visit: <https://www.unnetworkforsun.org/sites/default/files/2018-12/Lesotho%20Capacity%20Assessment%20REPORT-15May2018.pdf>

17 Visit: <https://www.unnetworkforsun.org/sites/default/files/2019-05/Lesotho%20Mapping%204%20posting%20%283May2019%29.pdf>



UN nutrition
lobbying starts
to pay off
in Liberia



Tale 8

To address the country's triple burden of malnutrition, action is needed at all levels. Just over one-third of children under five years old are stunted (35.5 percent, Comprehensive Food Security and Nutrition Survey [CFSNS], 2018), the vast majority of them are anaemic (69 percent, US Agency for International Development [USAID], 2018) and over half of adult women (52.5 percent) are overweight or obese (Global Nutrition Report [GNR], 2018).

Legislatures have an important role to play in nutrition and Liberians are banking on them for their health, well-being and prospects for a better future. The message was loud and clear to those of the 54th National Legislature that attended a nutrition sensitization workshop in May. After a compelling briefing from the SUN Government Focal Point, the UNN-REACH Facilitator as well as representatives from FAO, UNICEF, WFP and WHO just weeks earlier, the House Speaker, Hon. Bhofal Chambers, stood before his peers to pass along these important messages and put nutrition on their radar.

The event was testament to the mounting momentum of the SUN Movement in the country since the official nomination of the SUN Government Focal Point and launch of UNN-REACH, an intensive UNN service funded by the Government of Ireland. It was also timely in that the government was in the final stages of developing its budget for the fiscal year. Held in Monrovia, the workshop was jointly organized by Liberia's SUN Movement and UNN-REACH with a view to helping lawmakers make more informed decisions that can halt malnutrition, promote a 'healthier and happier population' and support wider sustainable development.

The event attracted over 60 participants, including high-level government officials such as the House Speaker and the Deputy Minister of Gender, Child and Social Protection, Hon. Mamina Carr. The proceedings were opened by Hon. Carr, providing an opportunity to highlight the relationship between gender and

nutrition. A total of six ministries participated, namely: Agriculture; Commerce and Industry; Education; Finance and Development Planning; Gender, Child and Social Protection; and Health. The UNN-REACH Facilitator’s presence has been instrumental to reaching out to multiple ministries in recent months and setting the wheels of a multi-sectoral nutrition approach into motion. The event was also attended by UN leadership, donors, the SUN Civil Society Alliance Coordinator and other partners, who joined forces to reiterate the importance of active parliamentary engagement, the wide range of causes contributing to malnutrition in the country and thus the need to leverage sector-specific actions.

The Deputy Minister of Finance and Development Planning, Hon. Tannah G. Brunson, affirmed government commitment to improving the delivery of health services, and indicated that overall, “there is an ongoing effort to increase support toward the sectors and clearly improve the coverage of nutrition activities across the country.” The challenge is how to do so within real-world budgetary constraints. During the event, the House Speaker formally pledged his support to reduce malnutrition and others pressed for the expansion of nutrition support to adolescents.



*Lawmakers Sensitization Workshop
May 2019
WFP/Kabeh F. Enders*

Positive signals also came from the United Nations, with participation going beyond those agencies that traditionally engage in the nutrition arena following UNN efforts to expand its circle. UNDP Resident Representative, Dr. Pa-Lamin

Beyai, highlighted the stunting disparities between geographic areas, noting that stunting levels are as high as 41 percent in Grand Bassa county (CFSNS, 2018). He also noted that “what drives malnutrition is everything from governance, poverty, education, water and sanitation, to the health system, agriculture, infrastructure, technology, and women’s empowerment and issues of political will and good governance,” urging lawmakers to pursue a systems approach. The engagement of new actors in nutrition is just one type of behaviour change. According to Ms. Kate Brady, Chargé d’Affaires of the Embassy of Ireland in Liberia, attitude shifts are crucial in view of nutrition’s multi-sectorality with the potential to reap nutrition gains by making sector-specific action more ‘nutrition smart’. This particularly applies to nutrition sensitive actions that are delivered through the agriculture, education and gender sectors, among others.

At the end of the workshop, parliamentarians had a better understanding of Liberia’s nutrition situation and the various factors that affect the nutrition enabling environment, including laws and regulations over which they have direct influence. They also learned that their ability to speak about nutrition, both in the capital and their respective constituencies, can help raise awareness. Inspired by what they heard at the workshop, participating members of the House of Representatives unanimously agreed to become nutrition champions and will work with the House Speaker to identify a lead and co-lead champion to guide these efforts. The lawmakers also agreed to discuss the public health law, currently under deliberation in the House, to sharpen its nutrition lens.

On the nutrition investment front, they agreed to submit a proposal to the Ministry of Finance and Development Planning for seed money as the national budget is being finalized. Efforts are also underway to explore the possibility of setting-up a multi-sectoral nutrition pooled fund. In both cases, the hope is that these measures will help to secure more resources for nutrition, including domestic funds which are likely to attract additional external investment. Stay tuned for more nutrition actions from Liberia!



Mapping exercise fuels multi-sectoral action for nutrition results



AN INTERVIEW WITH
THE SUN GOVERNMENT
FOCAL POINT IN MALI

Table 9

Mali continues to face high levels of malnutrition driven by multiple factors that are exacerbated by the effects of climate change and conflict. Child wasting is estimated at a whopping 10.7 percent (SMART 2017) although national statistics masque notable regional disparities. At the same time, 25.5 percent of women 15-49 years old are overweight or obese (SMART 2017), indication of the country's double burden. An extensive mapping exercise is being undertaken in Mali, led by the Head of the national nutrition coordination unit (*Cellule de Coordination*), Dr. Djibril Bagayoko. The Coordination Cell availed the neutral facilitation services of UNN-REACH and technical mapping assistance from the UNN Secretariat throughout the process. The multi-stakeholder, multi-sectoral mapping is helping to paint the full picture of the nutrition situation in the country, giving consideration to both humanitarian and development actions. Among other applications, the mapping is being used to track the implementation status of the country's national nutrition plan (2014-2018).



Interview with Dr. Djibril Bagayoko
September 2008
Cellule de Coordination/Sylvestre Togo

Staff at the Coordination Unit, where the SUN Government Focal Point is based, have teamed up with colleagues in the Nutrition Division within the Ministry of Health to gather data on 30 actions from 48 institutions. In addition to key actors from the Government, the exercise has mobilized the six UN agencies engaged in the UN Network in-country (FAO, UNFPA, UNICEF, UN WOMEN, WFP and WHO) as well as the other SUN networks (Academic and Research, Business, Civil Society and Donor). It has also seized the opportunity to engage Inter-Agency Standing Committee (IASC) Clusters - Nutrition, Food

Security, Health and WASH – in view of the fragile context as part of efforts to close the gap between humanitarian and development workstreams. This is also consistent with the mapping’s aim to foster partnerships and synergies on nutrition. Read more about the mapping exercise in the below interview with the SUN Government Focal Point, Dr. Bagayoko, including how it is changing the way nutrition is addressed in Mali. Dr. Bagayoko is supported by the staff at the Coordination Unit, who helped him prepare for the interview.

What is the overall goal of Mali’s mapping exercise?

To improve nutrition governance by improving accountability in order to meet the needs of target groups, such as pregnant and lactating women, children under five years old and adolescent girls. The mapping also seeks to animate the multi-stakeholder, multi-sectoral approach to nutrition, including coordination platforms, as envisaged by the National Nutrition Policy and the Scaling Up Nutrition Movement.

What do the findings tell us about the nutrition stakeholder landscape and coverage of nutrition actions in Mali?

The preliminary results of the mapping exercise were presented during a validation workshop, held on 27 June 2018, which was moderated by the Coordination Unit. The UNN-REACH Facilitator provided instrumental support, starting with the preparations for the event. The workshop was attended by a multitude of actors, including: representatives of government technical structures (e.g. the Planning and Statistics Unit of the Ministry of Health and Ministry of Rural Development respectively, National Centre of School Feeding), UN agencies, civil society as well as those from the donor community (e.g. the Canadian Embassy).

In general, the mapping exercise indicated that nutrition-specific interventions, such as the management of acute malnutrition, iron and folic acid supplementation, tend to have higher coverage than nutrition sensitive actions, particularly those related to agriculture and social protection (e.g. conditional cash transfers). A mapping expert from the UNN Secretariat added that this is largely consistent with trends observed in other countries, where UNN has supported multi-stakeholder nutrition mapping. The Director/ Global Coordinator of the UNN Secretariat, Dr. Purnima Kashyap, also noted that this underscores the need to further mobilize non-traditional actors, who carry out many nutrition-sensitive actions to support nutrition gains on a societal and individual level.

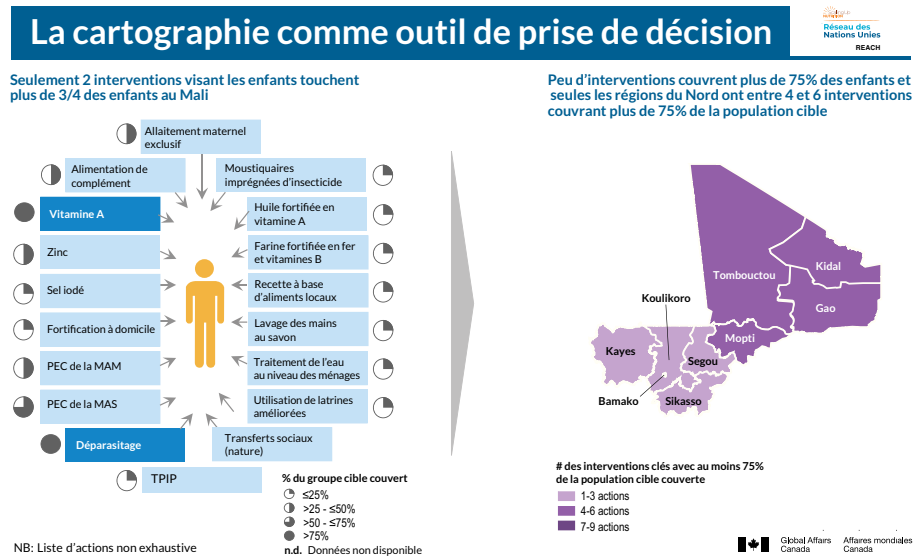
In your opinion, what are the main benefits of the mapping?

The mapping invoked strategic reflection around nutrition actions, demystifying the multi-sectoral approach. It provided an avenue to sensitize and mobilize different stakeholders, which has helped them understand their respective roles, particularly those actors who are supporting nutrition-sensitive actions. Eight sectors (agriculture, fisheries, food security, health, livestock, social protection, WASH and women's empowerment) are partaking in the exercise. For some, this is the first time they are engaging in the nutrition arena. This is often the case for actors supporting nutrition-sensitive actions, such as fish farming. Consequently, the mapping has helped us include gender perspectives and reach out to other sectors, including: agriculture; WASH; education and social protection. It has also enabled the Coordination Unit to identify coverage gaps, particularly those efforts related to the prevention of malnutrition. Actors in-country are embracing this newly available coverage data and pointing to it as a key input for improving the service delivery of nutrition-specific and sensitive programmes alike.

The mapping highlighted the need to involve target groups in the design of behaviour change communication activities to improve uptake of existing nutrition-related services. In addition, it identified opportunities for increased collaboration among related sectors and stakeholders, recognizing that this is also vital for improving intervention coverage.

The mapping exercise is helping to instill a culture of data-driven decision-making in Mali, which will help us optimize the use of scarce resources. This is directly enhancing the monitoring and evaluation of our current multi-sectoral nutrition policy and plan (2014–2018) as well as shaping the next national nutrition plan, which will cover the 2019–2023 period.

FIGURE 5
Excerpt from the Nutrition Stakeholder and Action Mapping in Mali (2018–19) conducted through UNN-REACH



Is multi-sectoral engagement where you would like it to be?

While eight sectors are participating in the exercise, most of the actions mapped are oriented towards two sectors. This illustrates the need for further efforts to engage some sectors, reminding them how their work is supporting positive nutrition outcomes and sustainable development, more broadly.

Tell us about the challenges you encountered when executing the mapping exercise and how they were overcome.

One of the main challenges was to establish a local team with the requisite technical and managerial skills to carry out the exercise. This was overcome by strengthening the individual capacity of local actors in an effort to increase the sustainability of the mapping. Here, UNN support was instrumental to training the mapping team and providing guidance in successive phases. The learning-by-doing approach proved to be another challenge, particularly since Mali was one of the first countries to use the new web-based version of the mapping tool. To the extent possible, our mapping team leveraged lessons learned from other countries where the exercise was successfully completed. It also documented the Mali experience to support the continuous improvement of the mapping- tool and process.

Based on your experience, what would you consider to be the 'critical success factors' for executing the mapping exercise?

Taking stock of existing data for key sectors during the preparatory phase and the validation workshop at the end of the exercise highly facilitated the mapping process and were crucial for rolling out an

inclusive approach. Not only did this help us obtain stakeholder buy-in from the onset, but it also helped sustain momentum throughout the exercise. These efforts were backed by regular, dynamic communications with all participating institutions. The technical support of the UNN and Mali's active engagement in the SUN Movement were also pivotal to the success of the mapping.

Is there anything that you would do differently the next time?

Good question. Here are some thoughts/tips that I would bear in mind (and encourage others to do the same) for a successive round of mapping.

1. Advocate for direct access to relevant, sector-specific databases, particularly those of non-traditional nutrition actors
2. Decentralize data collection to improve the response rate to the mapping questionnaire and correct inconsistent data during field visits
3. Prepare posters that illustrate the key findings to support dissemination, including among SUN networks, and reinforce the roles of the different sectors in nutrition. The posters could be shared at annual multi-sectoral nutrition reviews and perhaps at the SUN Global Gathering.

Now that you have conducted the exercise, how are the findings being used to support transformative change in nutrition?

The mapping is a decision-making tool that all actors can use to guide prioritization exercises, advocacy and resource mobilization for nutrition at all levels- decentralized, national and global. It enables

the Government, particularly nutrition collaboration mechanisms, to monitor nutrition-specific and sensitive programmes in a holistic and systematic manner.

The specific population and geographic coverage gaps unveiled by the mapping are informing concrete action on the ground from decentralized nutrition planning to the articulation of priorities around which stakeholders will align for increased coherence. It has also highlighted the interrelationships between nutrition actions and insights about strategic partnerships, which are helping to better adapt these actions to the Malian context and to improve operational efficiency. The mapping has also improved communication across institutions. Furthermore, it is calling upon stakeholders to boost coverage for hard-to-reach populations and increase participation of targeted populations, reinforcing an equity approach. Similarly, it is guiding efforts to attract investment in nutrition as well as capacity strengthening activities required for good nutrition governance. As I previously mentioned, these efforts are enhancing nutrition coordination by providing valuable inputs and helping to animate the multi-stakeholder, multi-sectoral nutrition coordination platforms, including the Coordination Unit.

Efforts were pursued to migrate the mapping data to a government server to complement data gathered through the District Health Information Software, Version 2 (DHIS2) so that the government system includes indicators from all sectors related to nutrition. Essentially, this means embedding the mapping metrics into the government information system. We are already working to plan the next wave of data collection, using the government information system. The intent is to regularly collect coverage data on the 'core nutrition actions' in this fashion at the municipal level, and then aggregate it to district and regional levels each semester. While we will initially be conducting this in a few regions, it will later be adopted by all regions. Ultimately, this will enable us to draw upon the mapping as a tool to monitor changes in nutritional status of the Malian population through regular updates over the course of the multi-sectoral national nutrition plan.



UNN analytics
anchor discussions
on nutrition investment
in Mali



Tale 10

Malnutrition is sometimes invisible to the naked eye and perceived as a technical problem for professionals working in the health sector. When a joint African Union/WFP [study](#)¹⁸ (2018) revealed that undernutrition in Mali was attributed to economic losses that equate to roughly 4 percent of the country's GDP, nutrition gained its political wings. Key members of government recognized that conversations needed to go beyond vitamins and minerals and to involve several stakeholders at all levels. This together with newly available data pre-empted the national forum that was held from 23 to 25 July 2019 and devoted to "Making nutrition a political and financial priority."



National Nutrition Forum
July 2019
UNN Secretariat/Sarah Cruz

18 Visit: https://au.int/sites/default/files/newsevents/workingdocuments/34573-wd-coha_mali_report.pdf

While the event was organized by the Ministry of Health and Social Affairs, the Prime Minister and Minister of Economy and Finance, H.E. Dr. Boubou Cissé, presided over the proceedings, sending a strong signal that nutrition is more than a health issue. The forum attracted over 400 people – all determined to position nutrition as an engine for economic prosperity and human capital development so that Malians have a better future. Among the participants were high-profile international personalities such as the Vice President of the Republic of Côte d'Ivoire, the former President of Tanzania, the Global Coordinator of the SUN Movement and the Director/Global Coordinator of UNN, who each brought their experiences, insights and energy to the table. The three-day event provided an opportunity to reflect on the state of multi-sectoral nutrition governance and coordination in the country. Having benefited from two generous grants from GAC, starting in 2012 for specialized support in this aspect of nutrition, UNN-REACH experiences were centrepieces of those reflections.

From the opening ceremony, where the UNN Director/Global Coordinator delivered a motivational speech, to the thematic panels, where UNN analytics helped frame the discussions that ensued, UNN's value addition was embraced. Dr. Purnima Kashyap, UNN Director/Global Coordinator, spoke to the need to galvanize additional actors in the nutrition arena and the importance of partnership – including with unusual players – a theme that the UNN Secretariat has been actively promoting during the last year. In Mali, this has resulted in new additions to the UNN membership base, with UNFPA and UN WOMEN now on board and helping to reach nutritionally vulnerable women, including adolescent girls. In her words, "recognizing that 12 of the 17 SDGs are closely linked to nutrition, improved nutrition becomes a development imperative." The exchanges between Mali's Nutrition Coordination Unit and the IASC Clusters – Nutrition, Food Security, Health and WASH – demonstrate that humanitarian and development assistance can be aligned. It takes a concerted effort, but UNN remains committed to that cause.

FIGURE 6

Excerpt from the Multi-sectoral Nutrition Overview (2017–18) conducted through UNN-REACH

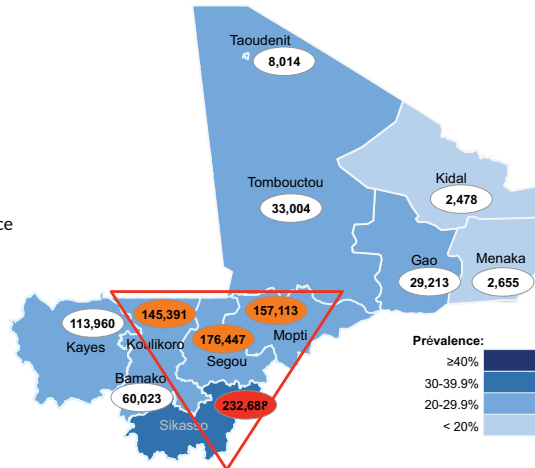
Quatre régions regroupent trois quart des enfants souffrant de malnutrition chronique dans le Sud Ouest du pays



Messages clés

- Des prévalences proches peuvent cacher des nombres absolus d'enfants malnutris très différents, en fonction de la densité démographique de la région.
- 73% des enfants malnutris chroniques se retrouvent à Koulikoro, Mopti, Ségou et Sikasso.
- Sikasso présente les valeurs les plus élevées que ce soit en terme de prévalence ou de nombres absolus.

Malnutrition chronique: nombres absolus et prévalence



Source: SMART 2017. Cartographie des interventions et intervenants de nutrition 2017 (données de population ISTAT).

Global Affairs Canada / Affaires mondiales Canada

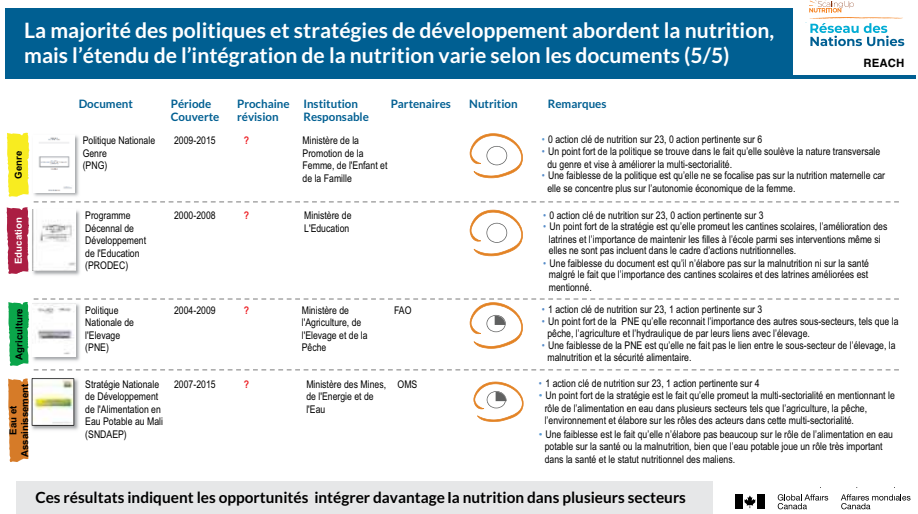
Getting there isn't always easy. July's event illustrated how the UNN's analytical tools and neutral facilitation have set collective action in motion, changing stakeholder behaviour and informing data-driven decision-making. The updated Multi-sectoral Nutrition Overview¹⁹ brought

19 Visit: <https://www.unnetworkforsun.org/sites/default/files/2019-08/MAI%20MNO%20Nov%202018%2Brevise%20Juillet%202019.pdf>

into focus trends over time and inequities between regions/districts, urban and rural populations as well as between girls and boys, taking into account nutrition-related indicators such as food insecurity, infant feeding, teenage pregnancy, access to clean water and poverty. Key findings from the Policy and Plan Overview²⁰ were also presented, enabling the integration of nutrition in the National Gender Policy and National Action Plan on Family Planning. This was timely as one of the forum’s three objectives was to better position nutrition in national policies and strategies.

FIGURE 7

Excerpt from the Policy and Plan Overview (2018–19) conducted through UNN-REACH



20 Visit: <https://www.unnetworkforsun.org/sites/default/files/2019-08/Mali%20PPO%20%28May2019%29.pdf>.

Results from the Nutrition Stakeholder and Action Mapping²¹ guided discussions on nutrition investment, another central focus of the forum. By putting these pieces together, participants were able to view the full nutrition landscape and understand its sectoral roots. This is helping them determine how and where to intervene – holistically. These UNN contributions seemed to blossom at the forum and be backed by an unprecedented openness to learning together, such as from experiences in Chad, where UNN-REACH is funded by the EU.

Ultimately, the forum culminated in concrete commitments. For example domestic funding for nutrition was doubled and nutrition was integrated into Mali's National Development Plan, a first ever. It also helped to articulate a road map for successive action to advance the national nutrition agenda. One of these next steps will be to launch a second wave of mapping in the fall with financial support from UNICEF, who currently chairs the country's UNN and is covering the costs of the UNN-REACH facilitator following the expiration of the Canadian funding. This will inform the development of the new national nutrition plan (2019–2023) that is on the horizon, and in turn shape the next era of the country's nutrition history – one that pushes malnutrition into the past.

21 Visit: <https://www.unnetworkforsun.org/sites/default/files/2019-02/Mali%20Mapping%20Report-Final%20%282018%29.pdf>.



Speaking with one voice



UNN-REACH
IN MYANMAR,
2015 - 2018

Tale II

Sometimes the most invaluable skills of a nutritionist have nothing to do with the fortification of rice or access to clean water. In 2015, humanitarian gridlock had set in among the principle nutrition donors stationed in Yangon, the traditional capital of Myanmar. In principle, FAO, UNICEF, WFP and WHO wanted the same thing, along with non-governmental organizations (NGOs) and donors: to reach the most vulnerable populations and coordinate with other sectors like agriculture, education, sanitation and health to maximize the impact of nutrition interventions.

Each organization had their own ideas about how to move forward. While WFP and FAO prioritized 'Zero Hunger', UNICEF and the SUN Movement had another agenda. To compound the problem, the data available to the staff working in 2015 was outdated, drawn mostly from the UNICEF 2009/10 Multiple Indicator Cluster Survey (MICS) and a Multiple Micronutrient Survey from 2005. For example, a low exclusive breastfeeding rate of 20 percent in some states and regions that was triggered by aggressive formula marketing begged the question of what figures to trust and what practices had changed since the last survey.

Establishing an accurate baseline was stalled by fractured conversations with government ministries who weren't necessarily focused on nutrition. Which UN group was the lead? What interventions should be funded? How would everyone work together?

Frustration mounted, along with the growing need for a plan of action in one of the world's least developed countries, where one out of four people lives in poverty. In 2015, floods and landslides decimated more than 500,000 hectares of rice and more than 250,000 livestock, further exacerbating the food supply chain. In a country where 35 percent of children under 5 showed signs of stunting and 8 percent of under5s were acutely malnourished, this kind of additional disruption had dire consequences.

n top of this, the government moved its offices to Nay Pyi Taw for security reasons, a new city almost 400 kilometers away from Yangon, the city where the United Nations and businesses were based. Intermittent Wi-Fi and unreliable electricity made even virtual meetings difficult.

At this stage, an international facilitator, appointed by UNN-REACH, arrived from neighboring Bangladesh, which gave her a sense of the regional issues as well as mediation practice. Mary Manandhar's method was neutrality. She gained the trust not only of other United Nations agencies and donors, but also the government. While Ms. Manandhar excelled at this, the point is the position itself; the necessity of having someone in that role.

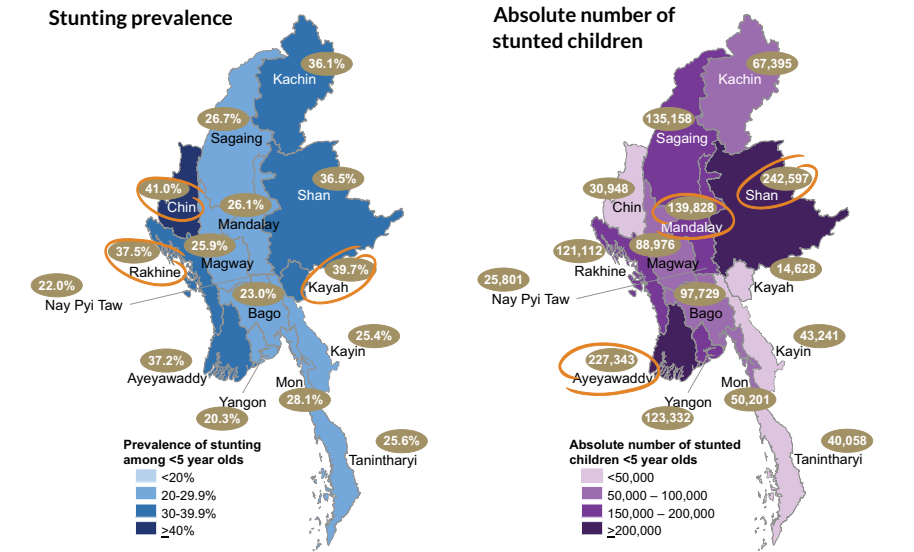
With the guidance of UNN-REACH, the SUN Government Focal Point and the Minister of Health and Sports convened for national nutrition stocktaking in August 2015, an exercise that would later involve three additional ministries and other stakeholders. This was a first in Myanmar – an ambitious analysis that included a policy review, mapping and the Multi-sectoral Nutrition Overview, delineating the country's nutrition situation by sectors such as education, women's empowerment, water and sanitation and healthcare.

Finally, the interested parties could visualize the interrelated factors with a unique mapping tool developed by UNN-REACH. Out of 24 pressing issues, salt iodization, deworming and hygiene education were prioritized for action.

FIGURE 8

Excerpt from the Multi-sectoral Nutrition Overview (2016–2017) conducted through UNN-REACH

Stunting prevalence is highest in Chin, however, Shan and Ayeyawaddy have the highest absolute numbers of stunted children



Sources: 2014 Myanmar Population and Housing Census (Volume 4-F); Myanmar DHS 2015-16

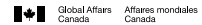


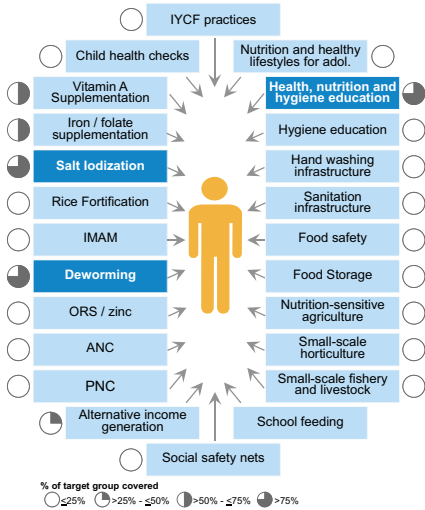
FIGURE 9

Excerpt from the Nutrition Stakeholder and Action Mapping in Myanmar (2016) conducted through UNN-REACH

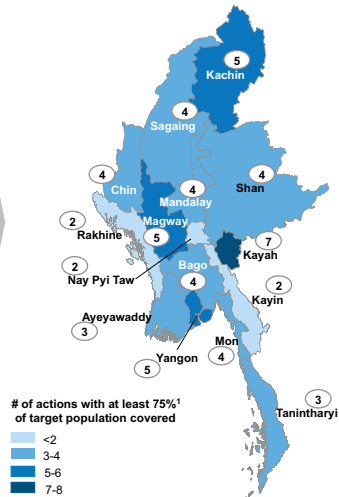
While nutrition interventions are undertaken in all states/regions, notably low coverage is observed for the majority of them



On average, about 3 interventions are implemented at scale



However, the coverage of interventions reaching 75% of beneficiaries varies across states/regions



¹ This number is a country-defined level based on the results of the stakeholder mapping to highlight disparities in action coverage

This led to the next phase, drafting a five-year Multi-sectoral National Plan of Action for Nutrition (MS-NPAN), slated to begin in 2018. “If we had not been there, this would not have happened,” said Sansan Myint, the national UNN-REACH Facilitator. Dr. Myint brought in a fourth ministry, Agriculture, to work with the original three: Health and Sports, Education and Social Welfare. The plan centers on the first critical 1000 days of life, from conception to a child’s second birthday, including the nutrition needs of the mother.

Dr. Myint observed that past plans have been shelved or not assessed after implementation. With UNN-REACH’s analytical support, there is now a baseline against which results can be measured. Dr. Myint plans to keep the MS-NPAN front and center for ministries, humanitarian partners and donors.

Institutional change is slow even under optimal circumstances. In only four years since UNN-REACH started, changes in Myanmar can be seen at the process level: the creation of an enabling environment for achievement of common nutrition targets. UNN-REACH continues to bring new actors into the nutrition arena and increase UN joint programming. “Thanks to the work carried out by REACH in Myanmar, a lot of things have changed. The UN agencies are working together along with government ministries and other partners with the same goal, to improve the status of the most vulnerable. All together for the first time, thanks to the coordination of UNN-REACH,” says Dr. Myint.

The role of the UNN-REACH facilitator can be compared to water pipes under a city, buried under asphalt. They are both crucial elements that sustain vital operations; yet are invisible to the onlooker. This kind of facilitation only works if she stays in the background, keeps dialogue open, gains trust, aligns resources and priorities and keeps the wheels turning. What UNN-REACH was able to do in Myanmar since 2015 had a lot to do with data and science, and even more to do with community-building.



The land of many islands and nutrition achievements



HIGHLIGHTS FROM
THE PHILIPPINES

Tale 12

In spite of the Philippines' emerging economy, high child stunting levels persist (33.4 percent), child wasting levels (7 percent) leave no room for complacency and child overweight doubled between 2003 and 2015 (GNR, 2018). Adult overweight and obesity levels have also risen steeply and less than half of infants are exclusively breastfed during the first six months of life, an essential nutrition action that safeguards their nutrition during infancy and from becoming overweight or obese later in life (GNR, 2018). The country's vulnerability to typhoons and earthquakes further complicates the situation, as do the number of isolated and disadvantaged areas in view of its geography.

While the Philippines is facing multiple burdens of malnutrition, it has in no way shied away from the challenge. It remains deeply committed to the SUN Movement and has taken exemplary action to combat malnutrition at all levels from the President of the Republic to Local Government Units (LGUs). The UN agencies engaged in UNN have increasingly aligned their efforts on nutrition to help tackle these multifaceted issues effectively and holistically. The country's UNN, comprised of FAO, IFAD, UNICEF, WFP and WHO, has provided technical assistance to government and advocated for nutrition-smart legislation and fiscal policy. One recent advancement took place on 2 May 2019, with the signing of the implementing rules and regulations Republic Act (IRR) 11148 also known as the "Kalusugan at Nutrition ng Mag-Nanay Act." The law calls for the sustained provision of nutrition interventions through pre- and post-natal health services during the critical 1000 days period that starts with pregnancy and extends through the first two years of life. It also targets adolescent girls and women of child-bearing age and includes provisions for breastfeeding-friendly workplaces. The new legislation attracted [CNN media coverage](#),²² created a buzz in social media and was an excellent advocacy moment to remind the public and policymakers about the hefty consequences of malnutrition, yet high return on investment.

22 Visit: https://cnnphilippines.com/news/2019/5/2/IRR-1000-days-law-nutrition-health.html?fbclid=IwAR3b_Zo-hVzFkerRXlddNhT3gJM_ccTowYCKWUJ3IOrSeHUWDA6rppQ7Bqwl5.



Signing of Kalusugan at Nutrition ng Mag-Nanay Act
May 2019
UNICEF/Joris Van Hees

The signing of the act also coincided with a national forum on *Nutrition in the First 1000 Days: Integrate and Scale Up*, organized by the National Nutrition Council (NNC) in Manila. During the event, the Director/Global Coordinator of the UN Network, Dr. Purnima Kashyap, delivered a speech that stressed the importance of engaging multiple sectors in the nutrition agenda and implementing person-centered programmes, recognizing that “a human body is not compartmentalized into sectors.” Dr. Kashyap painted the picture of how nutrition has the potential to drive the achievement of the SDGs, explicitly acknowledging “the interconnectedness of prosperous business, a thriving society and a healthy environment.” The speech also underscored the need for a systems approach, to branch out and forge new partnerships as well as being open to new ways of addressing multiple forms of malnutrition.

Other measures that the Philippines have taken include the sweetened beverage tax²³ that was enacted on 19 December 2017. The tax presents a win-win situation whereby public health goals are promoted and government revenue is generated which can, in turn, be utilized for other nutrition-related social programmes such as universal health care. While it is still early, the tax has already contributed to declining sales of sweetened beverages. This will hopefully translate into health gains for Filipinos such as reduced levels of overweight, obesity and diet-related non-communicable diseases (e.g. diabetes) among children and adults. Congressional deliberations on the possibility to extend maternity leave hold further promise and exemplify nutrition's ties to the labour sector.



*Nutrition in the First 1000 Days event
May 2019
UNICEF/Joris Van Hees*

The presence of the UNN Director/ Global Coordinator at this event helped connect individual efforts, reminding participants how they add up to a greater whole. These sweeping changes are the fruits of strong government commitment, bottom up accountability mechanisms, a vibrant UNN, flourishing multi-stakeholder engagement and willingness to converge efforts. Undoubtedly important steps forward for the Philippines' fight against malnutrition, they can also be a source of inspiration for other countries.

²³ Visit: <https://www.who.int/bulletin/volumes/97/2/18-220459.pdf>.



Senegal's nutrition agenda moves front and center



UNN-REACH PLAYS
AN IMPORTANT ROLE
IN SHIFTING
THE DIALOGUE

Tale 13

In West Africa, Senegal has led the nutrition sector over the past two decades, with relatively low levels of malnutrition across the country, and institutional strengths. The government established the Fight against Malnutrition Unit (*Cellule de Lutte Contre la Malnutrition* or CLM) to oversee policy implementation from the vantage point of the Prime Minister's Office since 2001. The UNN's intensive support arm, REACH (UNN-REACH), spent four years in Senegal, from 2014 – 2018. During this term, UNN-REACH's interventions made a sweeping impact in a country that had already established a nutrition governance architecture but lacked tools to manage and coordinate across sectors and stakeholders.

One of the first changes that happened after UNN-REACH arrived was the way nutrition was discussed. "UNN-REACH pushed the government dialogue. Now we 'speak' nutrition," says Aminata Ndaiye, the UNICEF focal point for UNN from 2014 to 2018. "Instead of talking about coverage and prevalence data of such as wasting, stunting, anaemia – we started to talk instead about mainstreaming, multi-sectors, situation analyses and integrated management," explains Abdoulaye Ka, the National Coordinator for CLM and the current SUN Government Focal Point, who describes UNN-REACH as "a learning network".

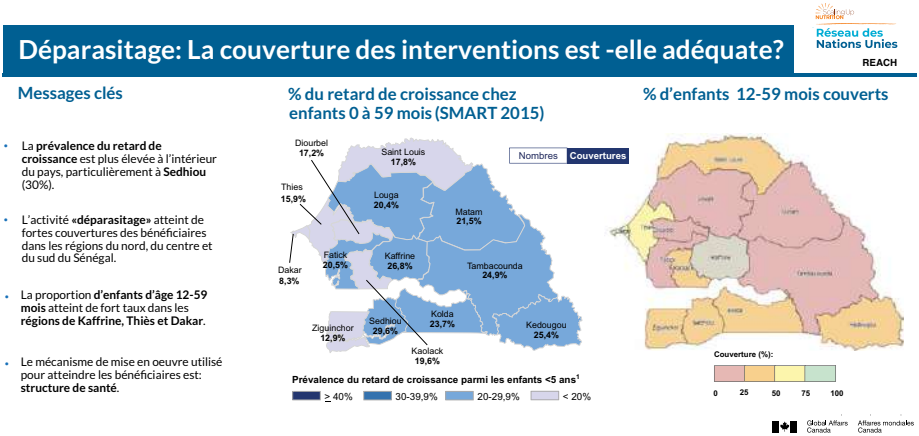
Another intervention was expanding UNN membership to other UN Agencies such as IFAD, UNFPA, UN WOMEN and UNOCHA. Multiple factors set this in motion, including the UNN Director/Global Coordinator's mission in July 2018, which emphasized how the work of UN agencies beyond the four REACH agencies support nutrition outcomes. "It's a question of understanding the mindset, understanding their needs," explains Sophie Cowpply-Boni, the international facilitator who worked closely with government from 2015 – 2017. Successes were perceived as shared and any UNN-REACH support put government in the lead.

Instead of a health-based approach guided by one ministry, Senegal employed a multi-sectoral approach engaging thirteen ministries. UNN-REACH facilitators asked how others, such as Agriculture, Education and Women, Family and Gender, were integrating nutrition into their sectoral policies and plans – or ‘mainstreaming nutrition’ – in concert with the CLM. Broader explorations about education, female decision-making, sanitation, obesity, breastfeeding and other cross-cutting issues were posed. “This was the main role of REACH, to help the government change their thinking and renew policy,” says Aminata Ndaiye.



FIGURE 10

Excerpt from the Nutrition Stakeholder and Action Mapping in Senegal (2018) conducted through UNN-REACH



To ensure all newly invested parties were working from the same set of data, UNN-REACH offered action-oriented, custom-made tools designed to interact with the government’s M&E nutrition platform. Mapping reveals patterns in visual form that otherwise would not emerge, contextualizes data and exposes gaps so that stakeholders can act on them. For example, this tool generated two colour-coded maps to illustrate how deworming coverage interacts with stunting.

The findings from the analytical exercises fed into key nutrition governance processes. In contrast to other countries, Senegal assembled The Multi-sectoral Strategic Nutrition Plan (*Plan Stratégique Multisectoriel de la Nutrition* or PSMN) from the bottom up. Individual sectors prioritized their contributions, and each chose two or three interventions that would contribute to the overall plan. This helped instill government ownership and built momentum because there was buy-in from each ministry.

In 2015, the first round of mapping included some nutrition stakeholders and led to the drafting of a new policy document, the National Policy for the Development of Nutrition, that grew from a series of workshops and discussions with twelve participating ministries. In 2017, a second round of mapping was requested by the government, including data from an additional thirteenth ministry as well as from national and international civil society organizations, UN agencies, other multi- and bi-laterals. Mapping provided a baseline for a range of nutrition actions – such as literacy for women, flour fortification or planting multi-purpose gardens – which has been embedded in the new M&E nutrition platform.

A new problem arose from this kind of strategic, multi-sectoral planning: one of implementation. In order to carry out the PSMN, staff across the country had to understand the new framework and how to use the tools. A joint UNN-REACH/ World Bank team, under the leadership of a technical coordination committee, including CLM, ran a comprehensive capacity assessment, completed in June 2018. The study found that some sectoral focal points, for example, were not given enough decision-making power, while others needed more training on how to gather and analyze data – or what questions to ask. Overall, the report concluded that “the shortage of human resources specializing in nutrition is a problem that affects all units of analysis at both central and decentralized levels.” With the capacity baseline established, improvements can now be measured as the PSMN for 2017 – 2021 is implemented.

Reframing the terms, applying custom-made tools and analyzing human resources were essential to this process. With UNN-REACH’s guidance, this multi-pronged approach brought about cross-cutting institutional change in Senegal. Abdoulaye Ka, who took part in this process and continues to oversee the CLM, reflected that this “tailored approach” sets UNN-REACH apart from other nutrition actors.



How close is
Sierra Leone to
implementing nutrition
action at scale?



Table 14

Malnutrition continues to hound Sierra Leone, where there has been virtually no improvement in wasting or stunting levels in recent years (GNR, 2018). Parliamentarians and other actors are cognisant that the stakes are high and that if unabated, malnutrition will impede wider development, including the attainment of the SDGs. Yet, less than half of Sierra Leone’s core nutrition actions (10 out of 25) are implemented in all provinces according to the results of a Nutrition Stakeholder and Action Mapping,²⁴ supported by UNN-REACH. Even where geographic coverage is high or somewhat high, beneficiary coverage – the number of people who receive a given service – may be low or even unknown due to prevailing data gaps, particularly for some of the nutrition-sensitive actions such as promoting ‘eat what you grow practices’ (not selling everything) in the northern and eastern provinces. A similar trend was observed for training on post-harvest management of crops in the northern province.

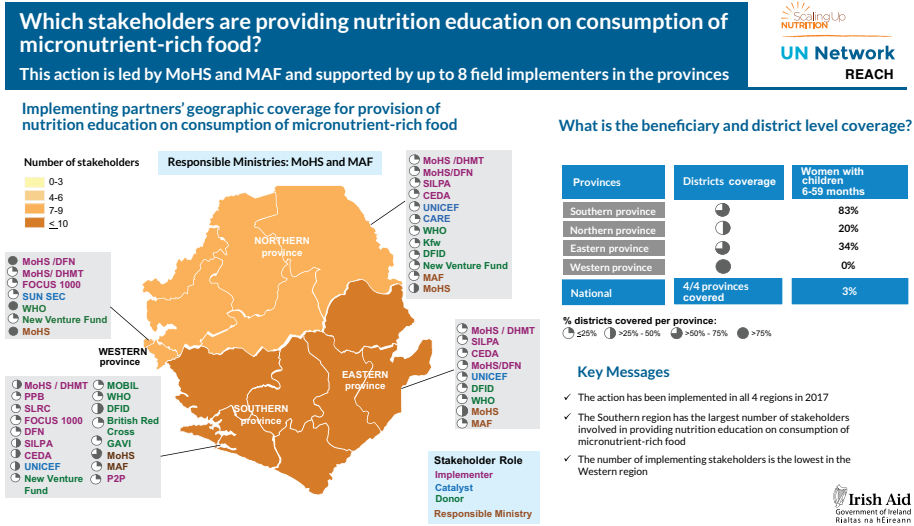


Bo District Mapping Validation Workshop
 March 2019
 UNN Secretariat/Sarah Cruz

24 Visit: https://www.unnetworkforsun.org/sites/default/files/2019-05/Final%20Sierra%20Leone%20Mapping-National%20%283May2019%29_0.pdf.

FIGURE 11

Excerpt from the Nutrition Stakeholder and Action Mapping in Sierra Leone (2019) conducted through UNN-REACH



The mapping engaged eight sectors and five different SUN networks (UN, civil society, donor, parliamentarian and scientific) with a total of 149 stakeholders and 22 actions mapped. This, in turn, provided fertile ground for participatory dialogue about how to plan and where to scale up nutrition actions. A specific analysis was conducted on the delivery mechanisms employed by the government and partners. It was found that on average, more than 40 percent of the actions mapped were delivered by Community Health Workers at district level. These findings will support the development of the National Plan on Community Health Workers. The exercise also identified bottlenecks, such as infrequent registration with district councils, which some felt hinder intervention coverage. Magnus S. Conteh from Marie Stopes International, found the “mapping is very useful to spot areas that need more attention and subsequently, spread out partners equally across districts and



regions, avoiding duplications.” The UNN Secretariat trained a local mapping team on its increasingly popular tool and provided back-stopping support for data analysis and visualization, leveraging experiences in other countries.

Mapping workshops, held at both the national and sub-national levels, provided a forum for actors to validate the results and decide on concrete next steps. They also provided an opportunity to reflect on lessons learned, including the timing of the exercise and need for further training. During the workshop in Freetown (12 March 2019), the Minister of State, Mrs. Frances Piagie Alghali, thanked stakeholders for their commitment to the exercise, particularly acknowledging the teamwork between the country’s SUN Secretariat and UNN’s intensive support arm, REACH. The workshops attracted representatives from the Vice President’s Office, five ministries (Agriculture and Forestry; Health and Sanitation; Local Government and Rural Development; Primary and Secondary Education; and Social Welfare, Gender and Children’s Affairs) the SUN Government Focal Point and other government officials from parliamentarians to members of multi-disciplinary district councils and SUN desk officers. They were also joined by members of civil society, the UN, the private sector and donor community, who brought their ideas and views to the table.

Thanks to this diverse following, multi-sectoral nutrition is now standing on two feet. The workshops created a buzz and were even covered in local newspapers, TV²⁵ and radio broadcasts. Participants were enthusiastic, noting that mapping was especially useful for strengthening M&E as well as partnerships in nutrition. The findings are also providing valuable inputs to improve nutrition planning processes and coordination for nutrition gains. As Laurent Michaels from Irish Aid stated, “from a human rights perspective, it also raises an important question related to accountability: who are the duty bearers?”

25 Visit: <http://www.avnewspaper.com/index.php/news/item/6931-sun-validates-2017-nutrition-stakeholders>.



*National Mapping Validation Workshop
March 2019
UNN Secretariat/Sarah Cruz*

Stakeholders have decided to replicate the exercise on an annual basis, starting in 2019. Similar mapping workshops were held in Lesotho (March), Niger (June) and Chad (July). Madagascar and Sudan have also launched the exercise and other countries are planning to do so in the coming months. Stay tuned to learn more, including how these mappings are influencing stakeholder behaviour.



UNN in Sierra Leone
spearheads political
dialogue on nutrition,
resulting in concrete
action



Tale 15

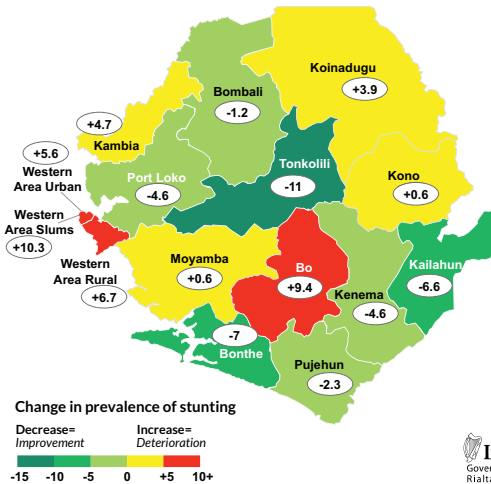
The UNN took great advocacy strides in the lead up to the country’s Presidential and Parliamentary elections, held in March 2018. To this end, three UNN tools were deployed in Sierra Leone, starting with the Multi-Sectoral Nutrition Overview. This overview reported encouraging trends in the reduction of stunting and wasting levels between 2010 and 2017 (34 to 31 percent and 7 to 5 percent respectively) at the national level. Delving deeper, it found that the situation varied from district to district, with stunting increases reported for a number of them.

FIGURE 12
Excerpt from the Multi-sectoral Nutrition Overview in Sierra Leone (2017–18) conducted through UNN-REACH

Eight districts recorded an increase in chronic malnutrition between 2010 and 2017, while seven recorded a decrease

The change in chronic malnutrition prevalence (in % points) between 2010 and 2017

- Four districts, Bo and the Western Area districts recorded increases (between 5 –10 % points) in the overall prevalence of chronic malnutrition between 2010 and 2017, indicating a deterioration of the situation
- Tonkolili, Kailahun and Bonthe districts showed a slight decrease (5 % points) in overall prevalence of chronic malnutrition between 2010 and 2017, illustrating that the situation had improved



SMART 2010, SMART 2017


















The same UNN tool also highlighted that while moderate stunting and wasting had decreased from 2010 to 2017, levels of severe forms had remained virtually the same. Its in-depth analysis across relevant nutrition indicators from breastfeeding rates to food insecurity, adolescent pregnancy and women's empowerment highlighted geographical areas where additional focus was required.

The second exercise undertaken – a comprehensive mapping exercise – looked at nutrition-specific and sensitive programming supported by all relevant stakeholders, from government to the United Nations, civil society and donors. The mapping is generating valuable coverage data that is critical to identifying gaps, overlaps and potential areas where efficiencies can be enhanced to maximize impact. These findings were complemented by a Policy and Plan Overview, which assessed nutrition-specific and sensitive policy commitments in light of the current needs and existing programmes. The discrepancy, once clearly identified, was taken a step further through advocacy measures, led by UNN in concert with the donor community. Seizing windows of opportunity such as the March elections and national planning processes, Parliamentarians and running candidates were strategically targeted to ensure that nutrition would be placed high on the political agenda of the new Government.

A critical ingredient of success was the coming together of multiple stakeholders, including donors and UN senior leadership, complemented by the hands-on support of the UNN-REACH Facilitator, to collectively advocate for political commitments. A breakfast meeting was held with members of parliament to discuss the country's nutrition needs, culminating in a declaration by parliamentarians during a televised dialogue.

FIGURE 13


Excerpt from the Policy and Plan Overview in Sierra Leone (2017–18) conducted through UNN-REACH

Highlighting how nutrition is reflected in related national policies/strategies fosters policy coherence and multi-sectoral nutrition planning				
Document	Next revision	Responsible institution	Nutrition	Remarks
  National Health Promotion Strategy of Sierra Leone	2021	Ministry of Health and Sanitation		<ul style="list-style-type: none"> 9/33 CNAs, 9/24 relevant CNAs <i>Strengths of doc:</i> Malnutrition is recognized as a national concern. Recent detailed multi-sectoral strategy. <i>Weakness of doc:</i> Remains high-level. Gaps to fill include are nutrition education, nutrition related disease prevention, IYCF, and supplementation sanitation related CNAs.
  National Sustainable Agriculture Development Plan	2030	Ministry of Agriculture, Forestry and Food Security		<ul style="list-style-type: none"> 9/33 CNAs, 9/22 relevant CNAs <i>Strengths of doc:</i> Detailed implementation for agricultural-sector activities. <i>Weakness of doc:</i> Malnutrition is not recognized as a national concern. Mentions few agricultural specific CNAs, and omits mention of fortification, or bio fortification, social protection, emergency preparedness and education on food consumption & health practices.
  Education Sector Capacity Development Strategy	2016	Ministry of Education, Science and Technology		<ul style="list-style-type: none"> 2/33 CNAs, 2/6 relevant CNAs <i>Strengths of doc:</i> Specific to strengthen sector. <i>Weakness of doc:</i> Malnutrition is not recognized as a national concern. No relevant information to nutrition, only to gender equality and girls education. Document is weak on gender inclusion.
  Sierra Leone National Energy Strategic Plan	TBD	Ministry of Energy and Water Resources		<ul style="list-style-type: none"> 2/33 CNAs, 2/5 relevant CNAs <i>Strengths of doc:</i> Energy strategy detailed across sub-sectors, and women empowerment. <i>Weakness of doc:</i> Malnutrition is not recognized as a national concern, and there are no nutrition indicators in the document. It does not include any WASH-related activities. Strategy is from 2006 and doesn't mention when the next revision is.
  Social Protection Strategy and Implementation Plan	2018	National Commission for Social Action, Social Protection Secretariat		<ul style="list-style-type: none"> 13/33 CNAs, 13/31 relevant CNAs <i>Strengths of doc:</i> Malnutrition is recognized as a national concern. Shows the prevalence rates and the absolute numbers of population at risk. A number of nutrition sensitive actions are included in different outcomes areas. <i>Weakness of doc:</i> No nutrition related indicators at beneficiary level mentioned.

Extent to which nutrition is addressed:

Not at all
 Adequate
 Partial
 Minimal
 Significant

Overall, nutrition could be further integrated into 7 out of 10 strategies from different sectors when they are updated next



Irish Aid
Government of Ireland
Rialtas na hÉireann

This domino effect prompted the enactment of a Food and Feed Safety Bill later that day. Just two weeks after, fourteen registered political parties included food and nutrition security as well as teenage pregnancy and WASH in their respective manifestos. These measures kept nutrition on the political agenda irrespective of the election outcomes. As a result, the new Government of Sierra Leone is actively engaged in nutrition, including high-ranking officials such as the Vice President.



Sensitization
workshop
reinvigorates the
SUN Movement
in South Sudan



UNN TEAMS UP
WITH GOVERNMENT
AND CSN TO HELP COUNTRY
TURN THE PAGE

Tale 16



The Ministry of Health in collaboration with WFP and Save the Children, on behalf of South Sudan’s UN and Civil Society Alliance Networks, organized a half-day SUN Movement advocacy workshop in February 2019, targeting key stakeholders such as parliamentarians. Chaired by the *Acting* SUN Government Focal Point and Under Secretary of the Ministry of Health, Dr. Samson Paul Baba, the workshop was attended by nearly fifty participants from various arms of the government, United Nations agencies, NGOs and universities. The event was an opportunity to brief participants on the status of the Movement in the country, agree on priority issues and enlist their support going forward.

While the attendance of five key ministries (Health; Education and General Instruction; Gender and Child Social Welfare; Agriculture; and Water and Irrigation) was applauded, Dr. Baba emphasized the need to go beyond membership and dialogue, to demonstrate results. “Nutrition is a multi-sectoral

issue,” said Dr. Baba, “only by working together can we achieve our progress and end malnutrition in this country.” Others explained that malnutrition results not just from a lack of adequate and safe food, but from a host of intertwined factors linking health, maternal and child care, education, WASH, access to financial resources and women’s empowerment, among others. Panel discussions highlighted the importance of multi–sectoral platforms, integrated action against malnutrition, leadership as well as commitment and prioritization of nutrition at all levels from lawmakers to the local communities. Participating parliamentarians also came to appreciate that malnutrition can represent an impediment (often invisible) to the successful achievement of the SDGs.



*SUN Movement Sensitization Workshop
February 2019
Save the Children/Tito Justine*

Dr. Baba emanated a sense of urgency. He noted that South Sudan features well in images of children who are malnourished and that it is time to change this story. Leading by example, he took the first step and pledged his commitment to include a nutrition assistant in the Boma Health Initiative strategy in support of positive change. There is also a need to find out what are the staple foods in the country, look at the different communities, understand their culture, food and what they cultivate. This will address the root causes of malnutrition.

“Good nutrition fuels entire nations,” said Simon Cammelbeeck, WFP Acting Country Director in South Sudan. Speaking on behalf of UNN, he went on to explain that “As children grow strong, so do communities and countries, helping end the cycle of poverty. Well-nourished adults tend to be more productive than

those who are malnourished. Malnutrition is a huge drain on our economies and our combined efforts can help end malnutrition in its various forms.” This active engagement of UN leadership in the national nutrition agenda is exemplary. Not only is it incentivizing collaboration across UN agencies, which are working towards shared nutrition goals, it is also helping the SUN Movement gain traction.

CARE Assistant Country Director, Mercy Laker, speaking as Chair of the SUN Civil Society Alliance, acknowledged that “Today is [a] huge milestone for us... The time is now with peace to diversify our efforts to bring nutrition-sensitive approaches, as the work goes beyond treating malnutrition and talk to people who don’t understand malnutrition.” The effort to sensitize parliamentarians is an important step forward and was well-received. To help engage high-level decision-makers in nutrition, Hon. Catherine Peter Lual, Head of the Parliamentarian Health Committee, encouraged specialists to develop scenarios that illustrate the links between nutrition and the respective sectors, and articulate what sectors stand to gain from making their efforts nutrition-sensitive.

It is an exciting moment for the nutrition agenda in South Sudan. Parliamentarians are starting to link up with line ministries and other stakeholders to mainstream nutrition into the country’s policy framework, prioritize nutrition interventions and translate this renewed multi-sectoral dialogue into action. Dr. Biram Ndiaye, UNICEF Chief of Nutrition, who is chairing the country UNN, affirmed UNN’s commitment to galvanize the SUN Movement in line with the government policies and strategies. Identifying the gaps and outlining roles and responsibilities of the various stakeholders will be an important next step. A task force, led by the government, was since established to develop a roadmap that will guide the formulation of a national multi-sectoral nutrition action plan. The plan intends to cover all forms of malnutrition and holds promise for a better future.



In Zimbabwe,
a tradition of
collaboration is
streamlined with
support from UNN



Tale 17

A period of extended instability, marked by fuel shortages, irregular electricity supply, hyperinflation, limited access to comprehensive health services and natural disasters, among other issues, continues to challenge the nutrition community in Zimbabwe. In the face of such hurdles, progress is being made to reduce stunting, micronutrient deficiencies, obesity and to increase a nutrient-rich diet. This success is due, in part, to a tradition of collaboration.

In 2010, a UN flagship programme brought together four agencies: FAO, UNICEF, WFP and WHO. Zimbabwe was early to join the SUN Movement in 2011, which further encouraged this approach. The country's UNN was formalized in 2014, the starting point for more structured cooperation. Ms. Kudzai Mukudoka, UNICEF Nutrition Officer, reflected, "Before, [our collaboration] was more improvisational. With UNN, the duplication of our efforts has been reduced."

Layered interventions **Successful pilot in Mutasa District**

Stunting is Zimbabwe's primary concern, according to nutrition experts from various sectors. The low height-for-age (HfA) ratio can lead to poor performance at school or increase the risk of disease, as well as shorten lifespan. In 2014, UN agencies including FAO, UNICEF, WFP and WHO decided to tackle stunting rates in the rural Mutasa district, near the border with Mozambique. This district was chosen, along with three others, because it is one of the top 10 districts with the highest number of stunted children (ZimVAC 2016), approximately 40 percent.

With UNN guidance, the four agencies decided to collaborate on monitoring and evaluation, communication, capacity strengthening, and supply chain and logistics; in addition to nutrition-focused activities. This joint programming, in line with the SUN principles of multi-sectoral/stakeholder engagement, targeted nutrition-specific and sensitive actions across programming, building on the comparative

advantage of each agency. WHO provided technical expertise, UNICEF made direct nutrition interventions and WASH support. FAO facilitated nutrition centers and agricultural assistance and WFP focused on food security, behavior change communication and livelihoods. “Within this one district, we ended up having geographical convergence, but also a programmatic convergence,” explained Mukudoka.

As a result, stunting levels decreased from 42 percent to 31 percent since the programme started in 2014 (*Mutasa Media Kit*, WFP, 2018). FAO Nutrition Officer and Food Safety Specialist, Delilah Takawira, was a part of this process. “If you look at Mutasa, we’ve really made an impact on minimum dietary diversity. This district is now ahead of the others, which I attribute to the joint programming work. We would like to do this in more districts and come up with a joint programme going forward to 2020.” The statistics are compelling; minimum dietary diversity increased from 6 to 39 percent (highest in the country) and the proportion of households with access to safe drinking water rose from 60 to 68 percent (National Nutrition Survey, WFP Baseline Study Mutasa, 2014). Moreover, the statistically significant reduction of stunting was achieved in a relatively short time span.

Another unintentional benefit occurred when the programming spilled over into neighboring districts. According to WFP Programme Officer and UNN focal point Tafara Ndumiyana, Mutare district also reduced stunting. While it was not an official pilot site, the same programmes were running. “The UNN footprint in Mutare was high. In those areas [in Manicaland] where the UNN was supporting the government and NGOs to do particular programs, there has been stunting reduction,” she added.

Scaling up from the original four districts in the Mutasa pilot, Zimbabwe implemented the Multi-sectoral Community Based Model (MCBM) for food and nutrition security with a focus on stunting reduction to 15 districts in 2016 and 32 in 2019. Under this model, government ministries, development partners, traditional leaders, civil society and the private sector meet monthly.

The model was also expanded to 260 wards in 2018, up from 75 in 2016. Capacity-building trainings reached 75 Ward Food and Nutrition Committees, with a focus on community-based, multi-stakeholder approaches for reducing stunting. An additional feature of the program is hosting food fairs, with cooking demonstrations and talks on infant and young child feeding.



“At FAO, we’ve been very keen about the UNN network. Even before we started describing it as the UNN, we were working closely with UNICEF, WFP and WHO. We made sure that the interventions we chose also addressed the causes of malnutrition,” Takawira commented.

‘Always a month behind’ **Collecting Data in Real Time**

Before 2017, nutrition-related data collection on sectors like water and sanitation, immunizations and other indicators were recorded on paper in wards across the country. These forms were then sent by mail to districts and entered by hand into a database. The hitch was that the data didn’t reach the national level until one month later. To remedy this, the Near Real Time Monitoring System was established in 2017 as part of the UNN convergence, led by UNICEF which co-chairs the Network in Zimbabwe.

In this new system, all data is entered onto networked tablets at ward level, and all stakeholders have immediate access to it. No lag time means that

programmes and supplies can be adjusted according to the needs of the community. “Decision-making needs to be evidence-based, thus presenting this evidence early to decision-makers allows them to intervene in a timely manner,” Ndumiyana clarified.

Don't forget Harare

When data drives policy and implementation

With dozens of United Nations and other humanitarian agencies on the ground, running programs according to their mandate, gaps in services as well as overlaps need to be identified. The UNN offers sophisticated inventory-taking and mapping tools that reveal these patterns with geographic and population-specific numbers and graphs. These exercises were conducted in 2018, and stakeholders were surprised to find there were gaps in programming in the capital, Harare.

WFP Programme Officer, Nyumiyana recalled, “Everybody thought things were fine [in Harare], but the mapping revealed that a huge number of malnourished children resided there, with a rate of 25 percent stunting; in absolute numbers, this represents 84,000 children.” In response, the agencies refocused their efforts towards urban programming in Harare and different urban areas, introducing cash transfers and other interventions.

UNICEF focal point, Mukudoka, came away from the 2018 exercise with a better strategy for how to support local government. “What we ended up seeing during the inventory process that took place in 2018 was that we were operating more at an implementation level instead of a strategic policy level. We don't want to compete with government; we want to help them build capacity. To provide more technical support around nutrition governance. The survey also showed us our rural bias, in terms of how our interventions are spread,” she observed.

A third intervention that was revealed by the Inventory was the need for fortification of basic foods, an initiative being led by FAO with the participation of the business community. Currently, fortification of mealie meal, cooking oil and flour with Vitamin A, iron and other nutrients, is mandated by government. Biofortification of maize with Vitamin A, and beans with iron, along with orange-fleshed sweet potato is currently under review.

At the national level, the government (including the SUN Focal Point) is being supported by UNN (including its UNN-REACH Facilitator) in coordinating nutrition actions across multiple stakeholders and sectors. Today, there are eight agencies taking part in UNN: FAO, IOM, UNDP, UNFPA, UNICEF, WFP, WHO and the World Bank. The UNN provides tools for taking stock of and monitoring progress.

From stunting reduction in Mutasa District, to the launch of the Near Real Time Monitoring System, the UNN's impact increased coordination from ward level upwards, established baselines, improved capacity, advocated for behaviour change and continues to drive data-based policy. Lessons learnt are being documented and will feed into efforts to scale up the model in other districts with high levels of malnutrition.



UNN-REACH Facilitator as Knowledge Broker



SUMMARY OF A 2018 STUDY
BY THE SOCIETY
FOR IMPLEMENTATION
SCIENCE IN NUTRITION

Tale 18

Introduction

When a UNN-REACH facilitator begins an assignment, things move fast. Meetings are scheduled with representatives from government ministries, United Nations agencies, civil society, the donor community, the private sector and others, as needed. Questions are posed. Discussions take place on the various interventions. Water and sanitation. Access to clinics. Homestead gardens. Women's education. Maternity protection. Poverty reduction. Family Planning. Equity. The facilitator describes how these interventions can contribute to improved nutrition; that is, how to mainstream nutrition into other sectors.

Ideas start to percolate about how the work that is already in play can be tweaked with a nutrition lens, coordinated and streamlined, based on the particularities of the country, UNN diagnostics, analogous studies and experiences in other countries. The facilitator helps track actions to establish a baseline for national nutrition plans.

Many of the actors are gathered around the table, with the UNN-REACH facilitator playing a neutral role: mediating conflicts, untangling competing interests and setting up the conditions for consensus. These efforts, along with the continuous coaching of the SUN Government Focal Point, lead a diverse group to forge a multi-sectoral nutrition plan with measurable outcomes. Throughout this process, the facilitator remains in the background, with the government always as the lead.

Then someone asks the facilitator what they really do, but it is difficult to explain. The task itself is abstract, comprised of hundreds of decisions, conversations and data points whose level of detail confounds a concrete, outcome-based explanation.

How the study began

The Knowledge for Implementation and Impact Initiative (KI3) is a consortium that came together in 2016. It is led by three entities: the SUN Movement Secretariat (SMS), the International Food Policy Research Institute (IFPRI) and the Society for Implementation Science in Nutrition (SISN) – including Cornell professor David Pelletier and his team. KI3 also engages other actors in the SUN community such as UNN. This study examined the role of knowledge brokering within the SUN Movement in various countries.

The researchers wanted to know what UNN-REACH facilitators had in common with knowledge brokers in other fields and how this was unfolding at the country level. While knowledge brokering has been studied extensively in public health, there was scant research that focused primarily on nutrition, which they wanted to fill in. The SISN team made sure to include the experiences of various actors and will explore the knowledge brokering role of other country actors in a second phase (e.g. SUN Government Focal Points and advisors in the National Information Platforms for Nutrition [NIPN]).

The research described in this report focuses on the UNN-REACH facilitator through the lens of a knowledge broker. As it delineates the various roles, it also scans for gaps and describes a broader pattern of interconnectedness with other knowledge brokers – with the intention of outlining a path towards an increasing awareness of the importance of this work.

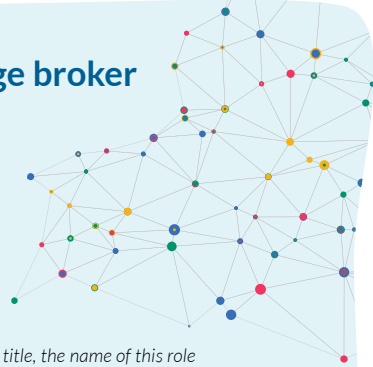
What is a knowledge broker?

Knowledge brokers are people or organizations who facilitate the access, interpretation, adaptation and utilization of information to meet the needs of implementers or policy makers. These are people with strategic capacity. They identify challenges, connect people and institutions, seize opportunities, sift through relevant studies and steer the ship. In 2016, social scientists Glegg and Hoens²⁶ identified five role domains of the knowledge broker. These were applied to UNN-REACH facilitators to both categorize the many aspects of the job as well as to ask if the label of knowledge broker was a good fit.

Role domains of the knowledge broker

1. Information manager
2. Linking agent
3. Capacity builder
4. Facilitator*
5. Evaluator

* Because the word 'facilitator' is already part of the job title, the name of this role was changed to 'backstopping agent' for clarity.



26 Glegg, Stephanie M, & Hoens, Alison. (2016). Role domains of knowledge brokering: a model for the health care setting. *Journal of Neurologic Physical Therapy*, 40(2):115-123.

How the study was carried out

The research team conducted interviews with seven UNN-REACH facilitators who served in international and national posts in Burkina Faso, Chad, Lesotho, Mali, Mozambique, Myanmar and Zimbabwe. One interviewee had also served the UNN Secretariat, which leads UNN-REACH.

A sample of the open-ended questions each participant answered:

- **How** do you describe your current mandate?
- **What** challenges do you face in your efforts?
- **Which** actors and institutions do you interact with most closely and for what purpose(s)?
- **What** are the key challenges facing multi-sectoral nutrition in your country or initiative?
- **What** changes or clarifications in mandates, practices or capacities of the strategically positioned staff would enable them to help the country or initiative better address its challenges and advance the multi-sectoral nutrition effort?

What the team found

Answers were coded using N-vivo, a software for qualitative data analysis, and grouped by thematic areas. Not surprisingly, the similarities between the roles of knowledge brokers and the UNN-REACH facilitators outnumbered the differences.

Similarities include the importance of **gaining trust** among the various actors; being **flexible** and **responsive**; **mediation** skills; the ability to **communicate clearly** and across cultural differences; self-confidence; the ability to foster **consensus**; and **problem-solving** by adapting information to meet the needs of policymakers.

Another document used in this analysis is that by Maag *et al.*,²⁷ who created a set of indicators to assess the varied but often invisible contributions of knowledge brokers. These authors identified a broad spectrum of processes carried out by knowledge brokers, abbreviated as KBs in the below list.

- Where a KB identifies **knowledge needs and gaps**, a UNN-REACH facilitator describes intervention coverage gaps through mapping.
- Where a KB **integrates relevant knowledge from various sources** and from different knowledge holders, a UNN-REACH facilitator employs UNN analytics, such as the Multi-sectoral Nutrition Overview and the UN Nutrition Inventory, that harness the knowledge of various United Nations agencies.
- Where a KB **creates common ground**, a UNN-REACH facilitator does the same through creating and nurturing a neutral nutrition space and dialogue.

²⁷ Hoffmann, Sabine. (2018). Indicators for measuring the contributions of individual knowledge brokers. *Environmental Science & Policy*, 89:1-9.

This can also take the form of linking the emergency community to the development community to create a humanitarian development nexus.

- Where a KB **enables mutual learning among the actors**, a UNN-REACH facilitator's job is sometimes as simple as putting people in touch with one another, including SUN focal points from other countries.
- Where a KB **facilitates the development of products and their dissemination**, a UNN-REACH facilitator enables the completion of UNN analytics as well as the development of national nutrition policies, strategies and a common results framework on nutrition as well as national nutrition communications and advocacy strategies.
- Where a KB **organizes various types of events**, a UNN-REACH facilitator supports SUN Government Focal Points and other government officials working in nutrition coordination platforms to organize national nutrition forums such as the one in Chad (2015) and Mali (2019).



The most prominent difference in the two roles was that of expertise. A knowledge broker is typically an expert on a topic, because the role involves understanding research and making it more accessible. While many UNN-REACH facilitators come from a nutrition background, this is not essential to success in the role; indeed, some of the best facilitators are not nutrition experts *per se*. Instead, the skills that are foremost for a UNN-REACH facilitator involve neutral moderation towards multi-sectoral nutrition governance – the ability to listen and put the pieces of the puzzle together.

Other differences revealed in the study are needed by UNN-REACH facilitators to carry out their roles, but might be less crucial for a knowledge broker: remaining neutral; taking a ‘back seat’; mastering the tools of UNN-REACH; and bringing a process to the ‘finish line’. In other words, making sure a multi-sectoral nutrition plan is in place before their term ends.



Main conclusions

One of the outcomes of this study was to itemize the multifaceted tasks of a UNN-REACH facilitator, to bring what happens behind the scenes forward. Another salient point that emerged is the value of a knowledge brokering team as opposed to the idea that one individual can cover all the bases. Rather, a team is needed who can build on each other's strengths.

One of the ways this happens for UNN-REACH facilitators is knowledge sharing between national and sub-national levels; another is by supporting the SUN Government Focal Point to carry out their role. UNN tools such as the Nutrition Stakeholder and Action Mapping help establish multi-disciplinary working teams, which serve as a typical knowledge brokering team, prompting actors to share data for the common good. This helps diverse actors know how to better target resources and scale up nutrition actions.

Another aspect of this is how the UNN-REACH facilitator as knowledge broker helps actors exchange existing guidance, resources, data and experiences to avoid knowledge overload and crowding in the nutrition community. Countless nutrition studies have already been conducted. What is needed is not, as is too-often recommended, 'further research', but rather, accessing relevant studies. To this end, KI3 also includes a matrix of existing tools that will help various actors access the information they need in a timely manner. In the meantime, SISN will complete the next phase of the study by interviewing SUN focal points and NIPN advisors, to better envision the work and complementarity of knowledge brokering teams to support multi-sectoral nutrition.

Photo Collage of S



Burundi

Joan Matji, Regional Nutrition Advisor, from UNICEF Eastern and Southern Africa Regional Office provides strategic reflections, inspired by the preliminary findings of the UN Nutrition Inventory

UN Network Strategic Retreat, July-August 2018
FAO/Barnabé Ndayikeza



Chad

Director General of Ministry of Health, SUN Government Focal Point, UNRC and WFP Representative/Country Director set the stage for the presentation of findings from the UNN-supported Nutrition Stakeholder and Action Mapping

National Mapping Validation Workshop, July 2019
UNN-REACH/Mohamed Cheikh Levrac



The Comoros

UNRC Office requests study visit with Chad's UNN-REACH Facilitator and an Analyst from the UNN Secretariat to learn about UNN-supported measures that are helping countries scale-up multi-sectoral nutrition actions

Exploratory mapping mission, February 2019
UNRC Office/Cheikh Mohamed El Hafed Dehah

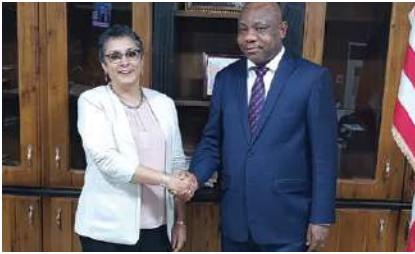


Italy

UNN-REACH facilitators gather with SUN Coordinator, UNN Director/Global Coordinator, other members of the UNN Secretariat and donors exchanging experiences and ideas for further catalyzing change on the ground

UNN-REACH Facilitators Workshop, July 2018
Holiday Inn/Anonymous employee

Selected Key Moments



Liberia

Minister of Finance and Development Planning, Hon. Samuel D. Tweah, Jr. shakes hands with UNN Director/Global Coordinator, as part of efforts to mobilize new actors and strengthen multi-sectoral engagement in nutrition

UNN-REACH preparatory mission, July 2018
WFP/Samuel Kopi



Liberia

High-level actors from the government, United Nations, civil society and the Embassy of Ireland gather to collectively define the way forward for scaling up nutrition action in Liberia

SUN and UNN-REACH Stakeholder Meeting, February 2019
WFP/John Monibah



Sierra Leone

Mapping exercise provides fertile ground for participatory dialogue about how to plan and where to scale up nutrition actions

National Mapping Validation Workshop, March 2019
WFP/Francis Boima



Viet Nam

UNN Director/Global Coordinator meets with UNICEF and World Bank colleagues while visiting the region as part of efforts to strengthen partnerships for nutrition through UNN

UNN Secretariat outreach mission, May 2019
World Bank/Anonymous employee

ENN Stories about the UN Network

In recent years, the UNN Secretariat and Emergency Nutrition Network (ENN) have been collaborating on a range of pieces from print articles to multimedia products, such as podcasts. These efforts help to make knowledge more accessible by sharing UNN experiences and learning at the country level. They are also enriching knowledge management activities, supported by ENN, for the greater SUN Movement through the Technical Assistance for Nutrition (TAN) project. The pieces included in this section have previously been published in ENN publications such as the Nutrition Exchange and other series on special topics. Additional context is provided before each article.





Network Success [UNN] Case Study



THE UN NETWORK IN DRC:
IMPROVING ALIGNMENT
AND WORKING TOGETHER

Tale 19

This article was originally issued in an ENN publication entitled, Mapping SUN Movement Networks in 17 fragile and conflict-affected states: A snap shot of developments and progress.²⁸ Released in January 2019, the publication outlines the SUN Movement's architecture and captures how the SUN networks (Academia and Research, Business, Civil Society, Donor and UN) are working in the selected countries. The ENN colleagues used a range of techniques from interviews, other exchanges with key network contacts and fact checking to explore network presence, composition and activities. A brief case study on each of these networks was included to document good practices and illustrate how these activities are taking root on the ground. The below narrative is the UNN-specific case study.



²⁸ Visit: https://www.ennonline.net/attachments/3086/Mapping-SUN-Movement_2Jan19.pdf.

The UN Network in DRC was initially set up in 2012 and brought together eight UN agencies (FAO, WHO, WFP, UNFPA, UNICEF, UNOPS, UNDP and UNHCR) who were working on nutrition at the time. It initially aimed to develop a joint multi-sector strategy on nutrition in the most vulnerable regions of the country. In 2013, when DRC joined the SUN Movement, the UN Network was formalised, consisting of five UN agencies (FAO, WHO, WFP, UNFPA, and UNICEF). ToR for the Network were developed which outlined coordination on two levels: a technical level between nutrition staff at the various agencies and at a higher level, between head of agencies through regular meetings focusing on decision-making. At the time, funding was also received to conduct joint programming between three UN agencies in South Kivu on nutrition, a project that remains in place to this day.

A second phase of the Network began in 2016, when a strategic retreat was held with support from the REACH Secretariat/UN Network. During the retreat, participants discussed the role of the UN agencies in relation to nutrition and, in particular, their added value as individual agencies as well as a Network. During the retreat the UN Secretariat gave examples of what had worked in other countries, and activities conducted in Mozambique and Bangladesh were contextualised for the DRC context. The retreat also enabled the finalisation of a Road Map which was aligned to the UN Network for SUN Strategy and a revised ToR for more dynamic functioning of the UN Network. The Road Map aimed at increasing the coherence of actions and supporting joint planning around nutrition.

A Nutrition Inventory exercise was conducted which mapped out UN nutrition interventions in the country. In places where more than one agency was present, the UN Network group examined complementarity, gaps, opportunities for improved collaboration and optimisation of delivery mechanisms, and explored alignment in relation to advocacy and communications. This invigorated the heads of agencies as it enabled strategic planning and was seen as a useful tool by the government as it provided visibility on nutrition programming beyond the work of the Cluster in the country.

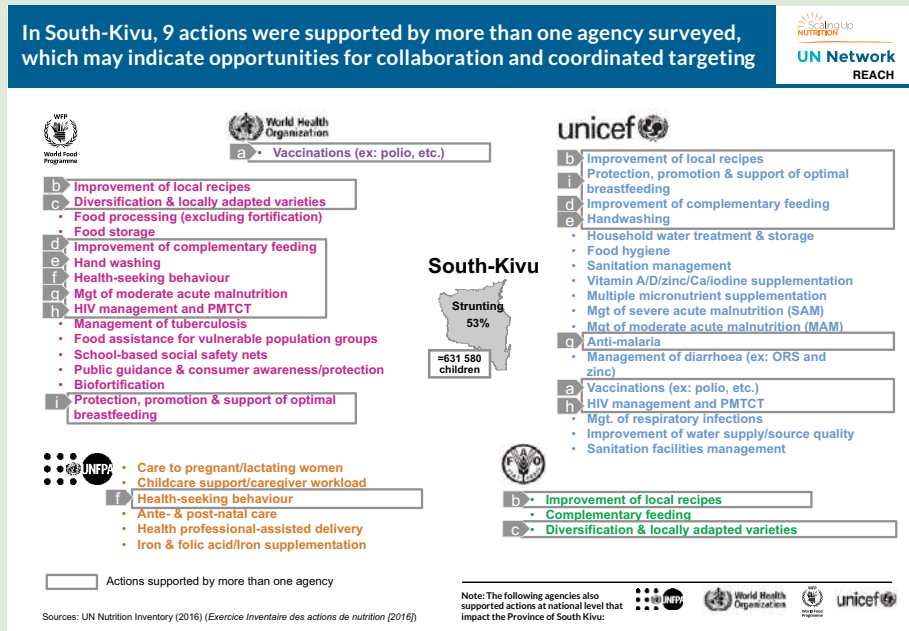


Another activity conducted by the Network was the development of a common narrative for nutrition. While this took time, the result of having one voice, one message and one vision for the country was very powerful. The common narrative was endorsed by the UN agencies, donors, the Ministry of Health and NGOs working within the Nutrition Cluster. Having a common narrative further enabled joint proposals between the UN agencies to be developed. Other activities conducted by the UN Network included conducting a policy review, conducting a nutrition stakeholder and action-mapping exercise, and supporting provincial nutrition committees and the development of three provincial nutrition plans. Furthermore, as noted previously, work on joint programming continued, involving the nutrition, health, agriculture and WASH sectors, and was scaled up.

Many factors have facilitated the success of the UN Network in the DRC. These include: ensuring that all actors understand the need for nutrition to have a multi-sector focus, having a good facilitation process and strong technical people at all levels, and giving consideration to funding to avoid nutrition actors needing to compete with one another, rather than work together.

FIGURE 14

Excerpt from the UN Nutrition Inventory undertaken in DRC (2016)





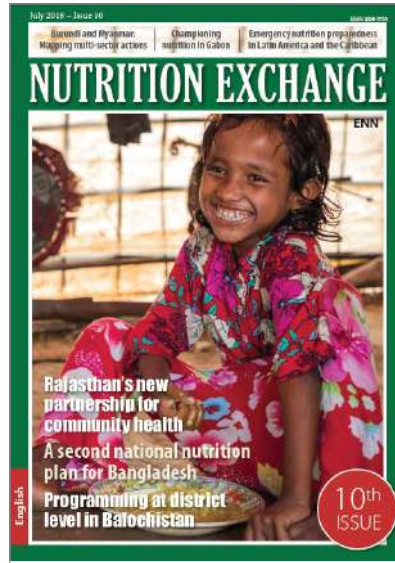
Mapping multi-sector actions in Burundi and Myanmar



TOWARDS
MORE EFFECTIVE
COORDINATION

Table 20

This piece was drafted by a group of authors, including the Burundi SUN Government Focal Point, other government officials in Burundi and Myanmar, the Myanmar UNN-REACH Facilitator as well as colleagues from the UNN Secretariat. It profiles the process and learning from the Nutrition Stakeholder and Action Mapping exercises conducted in both countries, particularly how the mapping is facilitating multi-stakeholder engagement across key sectors to support more coordinated action. The article first appeared in the tenth issue of ENN's *Nutrition Exchange*,²⁹ which was published in July 2018.



Authors

- **Ernest Niyokindi** is Deputy Chief of Cabinet in the Second Vice President's Office for the Republic of Burundi and the SUN Movement Government Focal Point.
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- **Lwin Mar Hlaing** is Deputy Director of Myanmar's National Nutrition Centre, which is based in the Ministry of Health.
- **Sansan Myint** is the national UNN-REACH Facilitator in Myanmar.
- **UN Network Secretariat.**

²⁹ Visit: <https://www.enonline.net/nex/10/en>.

Background

Multi-stakeholder mapping is intended to provide an overview of actions being implemented to address malnutrition. The mapping exercise aims to identify who is doing what, where and how to provide a comprehensive picture of interventions in terms of geographic and population coverage. Such information places national governments in a better position to lead data-driven, multi-sector, multi-stakeholder discussions to accelerate progress towards national nutrition targets.

REACH (Renewed Efforts against Child Hunger and Undernutrition)³⁰ has been working since 2008 to use effective tools, such as the Stakeholder and Nutrition Action Mapping Tool,³¹ to support a range of actors across multiple sectors to engage with nutrition. In 2017 the tool was put into a web platform, making it more compatible with information systems such as District Health Information Systems (DHIS, Version 2). To date, the mapping exercise has been conducted in 15 countries and is currently underway in a further six.

This article describes the use of this tool in two very different contexts: Burundi in East Africa and Myanmar in south-east Asia.

30 REACH is a country support mechanism under the UN Network, which plays a catalytic role in the Scaling Up Nutrition (SUN) Movement in selected SUN countries.

31 For an overview of the nutrition mapping tool, visit www.securenutrition.org/resource/multisectoral-mapping-nutrition-la-cartographie-multisectorielle-des-actions-de-nutrition.



Burundi

Burundi is a small, landlocked country in East Africa with just over 10.5 million inhabitants. It has high levels of malnutrition, including stunting prevalence of 58 per cent and wasting prevalence of 6 per cent³² in children under five years of age (CU5).

The Government of Burundi (GoB), through its SUN Secretariat managed by the SUN Focal Point, expressed interest in conducting the mapping exercise to gain a better understanding of the country's nutrition landscape. Launched

³² GNR 2017. Global Nutrition Report Nutrition Country Profiles: Burundi. Bristol, UK: Development Initiatives.

in January 2018 with the support of the UN Network Secretariat, the multi-sector mapping is enabling the GoB to gather valuable coverage data, by stakeholder and programme coverage.

This, in turn, enables the GoB to identify gaps, duplication and opportunities to coordinate nutrition actions across sectors and stakeholders more effectively. Where there is duplication, the mapping exercise will enable the government (and those supporting it) to reallocate scarce resources to other localities with a high malnutrition burden but which are receiving less attention. The GoB also hopes to attract increased investment for nutrition by pursuing this more efficient approach to scale-up.

Engaging different sectors

The mapping exercise has also provided an entry point for engaging a notable number of sectors, including staff from seven ministries: Health; Agriculture; Trade and Industry; Planning and Finance; Environment; Local Development; and Social Security and Human Rights. Such wide-ranging engagement and government support has given rise to a dynamic mapping process in Burundi, which is being championed by the SUN Focal Point. The efforts are being coordinated by the Office of the Second Vice President, where the SUN Focal Point is based, and supported by a national mapping team. To date, more than 30 stakeholders have submitted data.

The mapping exercise can also contribute to creating a demand for multi-sector collaboration and instil this new way of working among sector-specific actors. Some actors reportedly do not see how their 'regular' work is related to nutrition or how it can be made more nutrition-sensitive. Others are preoccupied with their 'regular' sector work and struggle to devote time to

multi-sector processes. Such challenges also include extending a multi-sector process to the provincial level.³³ The formulation of the new National Strategic Plan on Nutrition and Food Security (2019-2023) offers another opportunity to reinforce a multi-sector approach to nutrition. Key findings from the mapping process have been timed to feed into the review of the GoB's strategic plan.

For example, a new multi-sector approach to implementing nutrition interventions is being implemented in two southern provinces, Makamba and Rutana. This combines the efforts of public administrative actors, NGOs, local civil society and religious authorities, grouping these stakeholders into a Steering Committee and Technical Committee. The Steering Committee, chaired by the SUN Focal Point, is responsible for monitoring the implementation of nutrition interventions and for better mobilisation of the various actors.

Remaining challenges

It was important to emphasise the purpose of mapping when collecting data to overcome problems with sharing data, since some actors initially perceived the exercise as a means to control their work. The exercise also highlighted the need to better account for the coverage of interventions that are delivered through varying approaches (e.g. one-off campaigns versus routine services).

³³ To date, two provinces have established decentralised platforms, under the chairmanship of the governor of the province, and are developing Provincial Strategic Food Security and Nutrition Plans, inspired by the Provincial Community Development Plans.



Myanmar

Like Burundi, the mapping exercise was government-led and used the same tool adapted to the Myanmar context. The Republic of the Union of Myanmar is home to approximately 54 million Burmese, with 135 recognised ethnic groups. The prevalence of stunting in CU5 is 29 per cent and 7 per cent are wasted.³⁴ However, these figures mask stark regional disparities, with some states and regions reporting wasting prevalence as high as 13.9 per cent and stunting of 41 per cent.³⁵

The mapping exercise in Myanmar was successfully completed in 2017, with support from REACH facilitators. Mapping provided an entry point for mobilising a greater number of sectors to engage in nutrition (i.e. those beyond the health sector), including the four key ministries: Agriculture, Livestock and

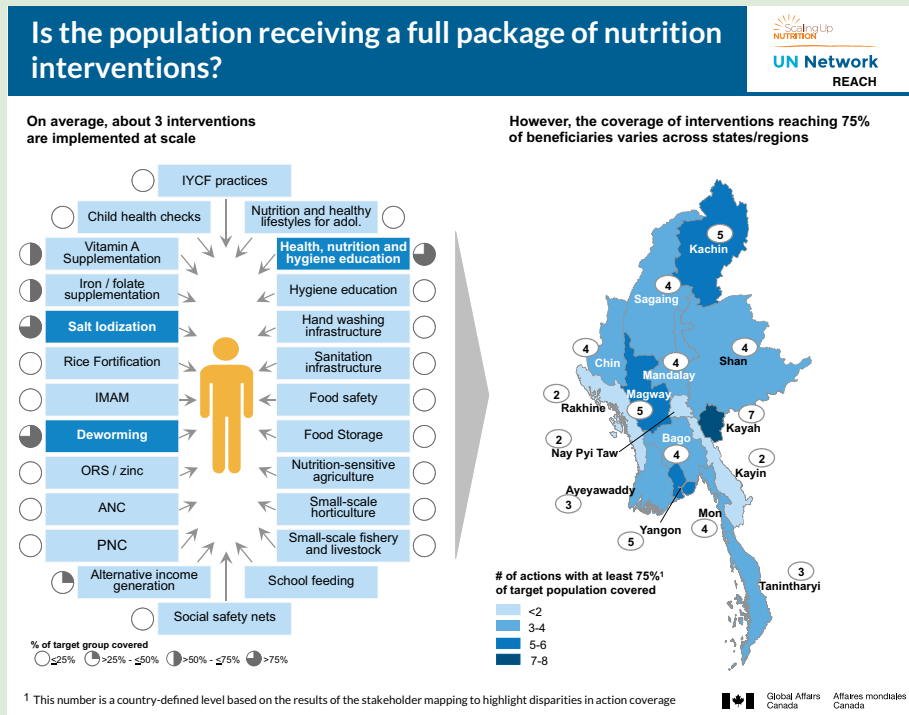
34 GNR 2017. Global Nutrition Report Nutrition Country Profiles: Myanmar. Bristol, UK: Development Initiatives.

35 DHS 2015-16.

Irrigation; Social Welfare, Relief and Resettlement; Health and Sports; and Education. In addition, the head of the National Nutrition Centre (NNC) and her team, who provide technical support to the SUN Government Focal Point, were actively engaged throughout the process, coordinating and engaging other stakeholders. The Ministry of Health (MoH) houses both the Focal Point (who is the MoH Director General) and the NNC.

FIGURE 15

Excerpt from Myanmar’s multi-sector overview



The mapping tool is enabling the government and development partners to identify both geographic regions and interventions in need of intensified action, thereby guiding prioritisation. It is also helping to highlight areas with resource gaps. Furthermore, the mapping has been instrumental in strengthening the UN Network and developing more effective working between the SUN networks (UN, government, donor and civil society) with a view to achieving greater impact.

The mapping exercise has also underscored the importance of strengthening data collection and reporting systems within the four ministries involved and has helped identify specific weaknesses, such as the need for a common results framework. It has raised awareness among country actors about the role of data in evidence-generation.

Remaining challenges

Each sector and agency has its own organisational mandate and existing plan. It was sometimes difficult to motivate staff to become more transparent and share information on existing sector/agency-specific programmes and budgets. This is in part due to the decision-making processes of individual institutions, which are not always conducive to accommodating joint activities. The mapping opened the door for such sharing and has led to the establishment and functioning of technical teams in the four participating ministries. While much progress has been made towards collective action, continued efforts are needed to consolidate these gains.

Next steps

Staff from the NNC and the Central Statistics Bureau were trained on the mapping tool and methodology, helping to institutionalise the mapping function within the government so that it can be replicated in the future. The tool will be included in the M&E framework for the new Multi-sector National Plan of Action for Nutrition (2017-2022). Country actors are also exploring the possibility of using future mapping data to track the implementation status of the new plan, as proposed in Tanzania and being implemented in Senegal.



REACHing for the SUN



UN SUPPORT
FOR SCALING UP
NUTRITION
IN BURKINA FASO

Tale Zi

This piece was prepared with contributions from the former SUN Government Focal Point in Burkina Faso, the UNN-REACH facilitators (referred to as REACH facilitators in the article) as well as colleagues from the UNN Secretariat. The dynamics between the SUN Government Focal Point, the UNN-REACH facilitators and SUN networks are highlighted, underscoring how UNN-REACH is bringing value to the SUN Movement in-country. First published in Issue 7 of ENN's Nutrition Exchange, released in January 2017,³⁶ the article was supplemented with an engaging podcast, recorded in French, one month later.

Listen to the podcast³⁷ or read the English transcript³⁸ to learn more.

Contributors

- **Bertine Ouaro**. Head of the Nutrition Department, Ministry of Health and former SUN Government Focal Point.
- **Maimouna Doudou Halidou and Ousmane Ouedraogo** were the UNN-REACH facilitators in Burkina Faso at the time of publication.
- **UN Network Secretariat**.

36 Visit: <https://www.enonline.net/nex/7/burkinafaso>.

37 Visit: <https://www.enonline.net/mediahub/reachimplementationburkinafaso>.

38 Visit: <https://www.enonline.net/podcasttranscripttheroleofthereachinitiativeintheimplementationofsuninburkinafaso>.

SUN Movement in Burkina Faso: Opportunities and challenges

Burkina Faso signed up to the SUN Movement in 2011 in order to tackle persistently high rates of undernutrition (30.2% stunting and 10.4% wasting prevalence among children under five)³⁹ and to scale up activities that have a significant impact on nutrition. The Nutrition Director in the Ministry of Health is the Government's SUN Focal Point and coordinates the National Council for Nutrition Coordination (*Conseil National de Concertation en Nutrition*) (CNCN), set up in 2008. Attached to the Ministry of Health, the CNCN brings together various ministries that contribute to nutrition (agriculture, education, water, hygiene and sanitation and social protection).

In Burkina Faso, nutrition interventions are covered by policies and programmes that are developed separately in different ministerial departments that do not share a common objective. Existing nutrition strategies and policy documents focus on the health/nutrition sector. This approach neglects factors that are essential when tackling malnutrition in, for example, the water and sanitation, agriculture, and social protection sectors. Linking nutrition to the health sector alone does not make it easy to coordinate a multi-sector approach, hence the need to create the CNCN, a body that overarches the key ministries.

The Government of Burkina Faso signed up to the REACH initiative in 2014 to take advantage of opportunities offered by improved coordination of the multi-sector approach to nutrition.

39 Results from the 2015 SMART nutrition study/Ministry of Health, Nutrition Department.



REACH contribution to the SUN Movement

REACH is founded on political commitments made through SUN and provides the Government with support to facilitate and coordinate nutrition governance at national level. The REACH facilitators work directly with the Government's SUN Focal Point and the UN agencies' nutrition technical committee to implement priority nutrition activities that have been identified and agreed by all the stakeholders.

More specifically, REACH support in Burkina Faso focuses on the following:

1. In-depth analysis of the nutritional situation and identification of needs using key REACH analysis tools:

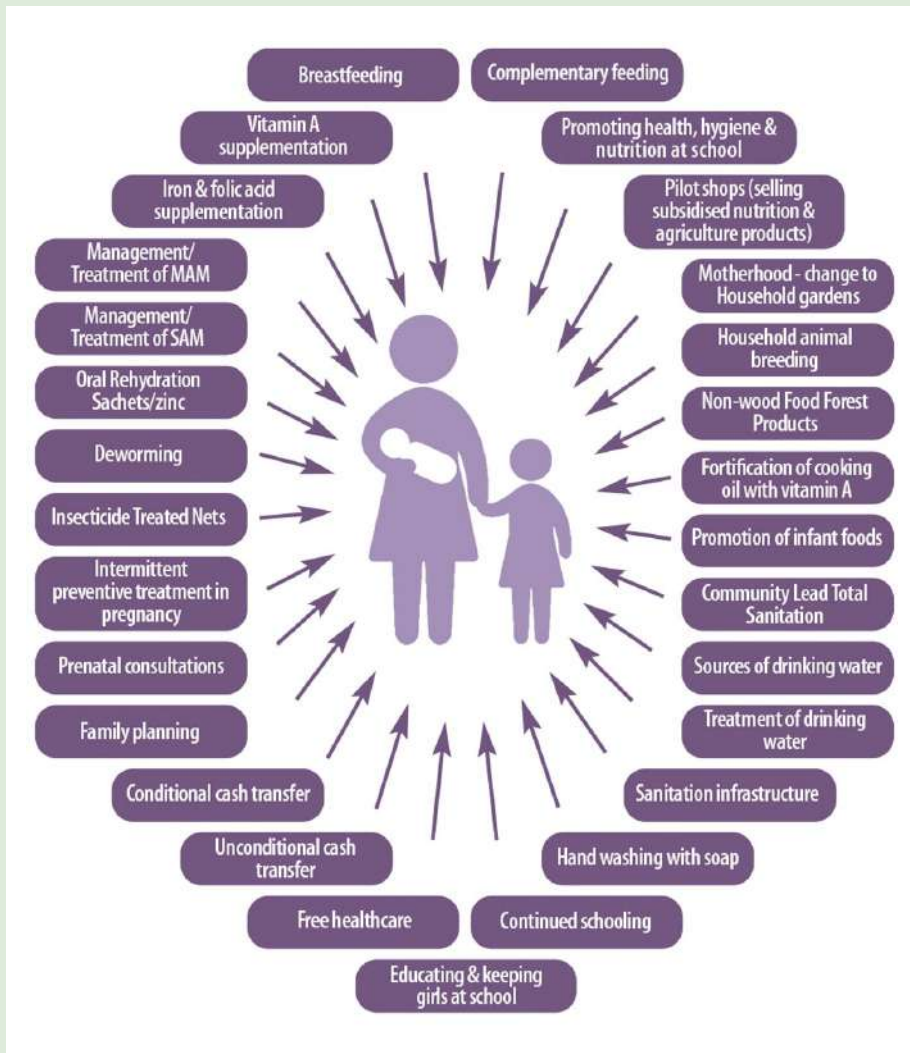
- Existing nutrition surveys in relevant sectors were compiled in order to analyse the nutrition situation and to identify trends in different types of malnutrition and determining factors. Scoreboards covering the main indicators were developed to give an overview of the situation at national and regional level.
- Nutrition interventions and key nutrition actors were mapped in order to provide an overview of the geographical distribution of activities and actors (i.e. who does what and where). This mapping exercise, combined with the analysis of the nutritional situation, makes it possible to identify the best approaches and the most suitable strategies for scaling up priority interventions by comparing the extent to which target groups are covered.
- Finally, a review of the extent to which nutrition is included in policies and strategic plans in the sectors contributing to nutrition allows the case to be made for it to be better taken into account in sectoral planning.

2. Review of the National Nutrition Policy (NNP) and development of the Common Results Framework (CRF) for nutrition:

- Support from the REACH Secretariat in sharing experiences and good practices from other countries had a strategic impact on the drafting of these guidance documents.
- The REACH facilitators provided conceptual support to the SUN Focal Point for coordination, follow-up of commitments made by the various stakeholders, monitoring of activities, the creation of a multi-sector nutrition committee, efforts to find agreement amongst the stakeholders on the joint vision, and objectives.
- The NNP has a multi-sector focus and aims to reduce the various forms of malnutrition, primarily targeting stunting, as reflected in the CRF's 29 key interventions in seven sectors (see diagram). An agreement on one set of results, to which all of the stakeholders contributed, led to the validation of the NNP.

FIGURE 16

Agreement on priority interventions based on the Common Results Framework



3. The creation of SUN Movement networks:

- Burkina Faso has been slow to create UN networks⁴⁰ for various reasons, including political instability, which has led to institutional changes and the appropriation of the SUN movement concept by the actors involved.
- REACH has played a key role in the gradual creation of SUN networks by mobilising resources to organise meetings between various actors and by helping to coordinate activities in the various sectors and the actors involved in the multi-sector nutrition platform.
- REACH facilitators have worked with the UN Network to support development of an annual action plan. This includes an advocacy plan, developed with the civil society networks (CSNs), with a common message of raising the profile of nutrition among Parliamentarians to facilitate meetings at that level and provide technical support.

Lessons learnt and next steps

Coordination work is complex and challenging. The SUN Movement Focal Point acts as the nutrition manager and requires technical assistance to fulfil this role. Cooperation between REACH, the SUN Focal Point, the UN networks and CSNs was therefore key to boosting the nutrition agenda. The REACH initiative came at a time when Burkina Faso was setting up its own multi-sector platform and starting the multi-sector planning process for nutrition. REACH provided critical technical and operational support to help the country make progress with its SUN commitments. Effort to develop synergies and achieve complementarity between the actions implemented through REACH and the UN agencies by mobilising stakeholders was a key step that helped to strengthen the outcomes. Whilst technical solutions are required if the SUN Movement is to be successful in a country, its success

⁴⁰ *Corrigendum:* This actually was intended to refer to the SUN networks.

also depends on a favourable environment, commitment from all the actors involved and clear leadership by the SUN Focal Point. During the next phase, significant REACH support in Burkina Faso will be provided to:

- Successfully complete the strategic multi-sector nutrition plan in good time in order to provide decision makers with better guidance to improve nutrition. This plan will be accompanied by a monitoring and evaluation plan and an advocacy communication strategy.
- Ensure effective and efficient implementation of the plan by carrying out a national assessment of nutrition capacity-building needs.
- Analyse regional and municipal plans with a view to better integrating key interventions included in the strategic multi-sector nutrition plan.
- Develop a common nutrition agenda for UN agencies in order to guarantee complementarity with – and synergy between – national nutrition-related efforts.

Conclusion

The implementation of SUN and REACH in Burkina Faso required close coordination between the two initiatives. As a strong technical partner, REACH drew on the political commitments and the framework of the global SUN Movement to boost coordination of nutrition governance at the national level by: providing an assessment of the nutritional situation and identifying needs; reviewing the National Nutrition Policy; developing a Common Results Framework; and, above all, by creating SUN Movement networks. The importance of the development of networks becomes clear in light of the fact that REACH has a limited implementation period. Giving the SUN networks a formal status and creating a multi-actor coordination framework is a genuinely sustainable and durable strategy which can be drawn on after its implementation period has ended.



The Power of Nutrition Champions in Sierra Leone



Tale 22

Ever wonder about what it actually means to be a nutrition champion? The UNN Secretariat teamed up with ENN to produce a podcast that explores the tactics that UNN-REACH Facilitator, Philip Kanu, has used to engage parliamentarians and to position nutrition as critical for the nation's well-being and prosperity. He recounts how he spotted an opportunity and worked with others to transcend nutrition from a technical issue with a narrow following to a political priority for his country.

Also interviewed, the UNICEF Country Representative, who was serving as the UNN Chair, and a representative from Irish Aid shed further light on what makes Philip a nutrition champion and the need to couple soft skills with nutrition data. While the podcast highlights specific UNN-REACH experiences in Sierra Leone, many of the strategies that Philip employed are universal, making for broader learning across countries.

Listen to the podcast⁴¹ to be inspired and learn more.

Interviewer

- **Holly D. Sedutto**, Programme Officer, Knowledge Management, UNN Secretariat.

Participants

- **Hamid El-Bashir**, former UNICEF Country Representative, Sierra Leone.
- **Philip Kanu**, former UNN-REACH Facilitator, Sierra Leone.
- **Laurent Michiels**, former Food and Nutrition Programme Adviser, Embassy of Ireland, Sierra Leone.

41 Visit: <https://unscnus14.list-manage.com/track/click?u=29563f1fe06cff1ab8137ee56&id=9a3c373ec6&e=c90a7fd49e>.



Conclusion

These are just some of the UNN stories. There are many others. As UNN grows and matures and the nutrition community gears up for the 2020 Nutrition for Growth Summit and the final decade of the 2030 Agenda, the imperative to document country experiences heightens. To this end, the UNN Secretariat will encourage UNN colleagues worldwide to reflect upon the key ingredients for success and better understand the tipping points. It will also continue to take measures to equip colleagues with effective tools and tactics that help countries create a conducive environment for collective action on nutrition and a systems approach.

Stay tuned for Series 2 of UNN's Tales Be Told with a special focus on how to embed nutrition in the UNSDCF and pursue joint programming for increased impact. Together we are better; together we can go further; together we can fight malnutrition.

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Read more about how the **UN Network** is supporting collective nutrition action in the following key documents:

UN Network Annual Report (2018)

<https://bit.ly/2SvvLUX>

UN Network brief: An Overview

<https://bit.ly/2X4c9pe>

UN Network and the SDGs

<https://bit.ly/2m5OCYH>

Compendium of Actions for Nutrition

<https://bit.ly/2Jb4ksN>

The time is now. The UN Network is calling upon all UN agencies to engage in nutrition at country level as part of efforts to bolster integrated action, leveraging nutrition as an enabler to achieve the SDGs.

With contributions to the UN Network Secretariat from:



Global Affairs
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Canada



UN Network

To learn more about how the **UN Network** is supporting country-level action visit: <https://www.unnetworkforsun.org/> or write to: unnetworkforsun@wfp.org

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