UN [Nutrition] Network
Guidance Package

Developing a UN Nutrition Inventory and a country level UN Nutrition Strategy/Agorad

UN Network Secretariat, in support of UN Network at country level
Dear Colleagues:

The global context within which we work is continuously changing, however, the importance of nutrition continues to be centre stage in national and international forums. Government and other stakeholders have consistently called for greater coherence, efficiency and effectiveness from the UN system in terms of the support to achieving national nutrition outcomes. Decisive action is required if we are to end malnutrition in all its forms in our lifetime – essential to achieving this is a shared vision, a coherent approach and coordinated support by UN agencies.

The UN Network for SUN Secretariat has the mandate to support the UN Network for SUN at country level. A number of potential actions are being recommended to UN Networks, at country level, as a means for meeting stakeholder expectations surrounding greater UN Network coordination and harmonization. This guidance focuses on two of the six recommended actions: 1. Completing a UN Nutrition Inventory; and 2. Developing a common UN Nutrition Strategy/Agenda. Implementing these actions is expected to greatly assist UN teams in articulating their collective nutrition objectives, formulating a relevant nutrition strategy and identifying the best ways to collaborate on the ground.

This Guidance Package is an effort to introduce members of the UN Network for SUN at country level to these two recommended actions and why they are relevant. It also outlines the supporting process and tools, developed through a pilot exercise by the UN Network for SUN Secretariat, that can be deployed by the UN Network for SUN to assist a country level UN Network to undertake these two recommended actions.

The pilot found that conducting a common UN Nutrition Inventory (in relation to national priorities) and collectively reviewing the results is a very valuable way to stimulate an informed strategic dialogue among UN counterparts on how the UN system can maximize its contributions to nutrition.

The development of a UN Nutrition Strategy/Agenda (based on insights from the Inventory) is a very practical way to: (a) facilitate the appropriate inclusion of nutrition in UNDAF documents; (b) contextualize the UN Network for SUN Strategy (2016-2020) to country realities; (c) enable joint programming; (d) provide a common narrative from which UN agencies can work; and (e) have a tool against which UN progress on stated nutrition objectives can meaningfully be reviewed.

The UN Network for SUN Secretariat is continually learning about how this approach and its supporting guidance, tools and templates can be improved, as each UN Network for SUN, in a different country, embarks on this process. We look forward to learning with you.

- Nancy Walters, UN Network for SUN/REACH Global Coordinator
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**Evolution of the UN [Nutrition] Network**

A series of agreements have been put in place over the last three years, in order to enhance the harmonization and impact of UN efforts in the area of nutrition.

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<th>Date</th>
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<tr>
<td>June 2013</td>
<td>Letter signed by 5 Principals (UNICEF, WFP, IFAD, FAO, WHO) Re-iterating commitment to Scale up Nutrition Efforts &amp; endorsing UN Network &amp; REACH (now called UNN–REACH)</td>
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| Aug – Sept 2013 | National governments call for UN to be more cohesive and coordinated regarding nutrition efforts  
• UN commitment to support improved effectiveness of government / multi-sectoral / multi-stakeholder nutrition platforms  
(UN Network Meeting in Nairobi & Global SUN Gathering in New York) |
| January 2014    | Letter signed by 5 Principles and addressed to Country/Regional Representatives  
• Re-iterating commitment to Scale Up Nutrition efforts and endorsing UN Network & UNN–REACH                                                                 |
| April – May 2014| Letter, along with FAQ sent to all CDs, UNRCs, and RDs Call to set-up UN Networks in all SUN countries                                                                                                            |
| March 2015      | 5 Principals confirm UNN–REACH Secretariat serve as the UN Network Secretariat  
• REACH Memorandum of Understanding extended and re-validated  
• Performance expectations clarified and key deliverables identified for CO level UN Networks                        |
| May 2015        | UN Global Nutrition Agenda approved by Steering Committee  
Provides broad framework for aligning the work of UN agencies in support of global and national nutrition goals                                                      |
| June 2015       | UN Network & Secretariat TOR agreed by Steering Committee  
• Articulates the forward expectations for the UN Network and its Secretariat                                                                                                                                       |
| Jan- Aug 2016   | UN Network for SUN Strategy (2016-2020) developed through a consultative process  
• Provides a framework to enable a more coherent, efficient and effective UN Network                                                                                                                              |
UN Network: A key contributor to the SUN Movement

Source: SUN Movement Website - http://scalingupnutrition.org/sun-countries
Stakeholders hold common expectations with regards to coherence, efficiency and effectiveness of the UN system in nutrition ....

Government partners have spoken:

*Countries want coordinated UN support on nutrition, which transcends agency mandates, and that speaks as one and moves in tandem with government.*

Donors are looking for:

*Partners who can deliver support that is efficient, effective and responsive*

*Better coordinated support to countries*

*Value for money*

*low transaction costs*

UN leadership is asking the question:

*Are we “Fit for Purpose”?*

*This involves tough challenges and decisions, if we are to respond as one UN system, rather than as individual UN agencies.*
1. The UN Network brings together all UN agencies with an interest in nutrition thus behaving as a single reflection of the UN System

2. The UN Network can **elevate nutrition on national agendas** through its senior leadership

3. Through the UN Network, the UN System in each country has **clear and agreed objectives on nutrition** that align behind national strategies and plans

4. As members of the Network, **agencies adopt joint approaches** in support of national priorities which **maximise synergies** and **minimise duplications**

5. As members of the Network, agencies develop **coherent and unified advocacy and communication strategies and actions**, engaging with key stakeholders with **one voice**

6. A **functioning** UN Network at country level can deliver **efficient, effective and responsive support**

7. The UN Network allows agencies to **manage resources in a coordinated manner** and not dilute efforts

8. The UN Network **strengthens mutual accountability for nutrition** by tracking UN collective efforts in support of national nutrition priorities
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The strategy articulates the UN Network’s primary aims to strengthen national capacity for nutrition governance and scale-up nutrition actions; and increase UN Network effectiveness in support of national nutrition efforts. These aims support the achievement of all SDGs and the Agenda 2030 with a specific focus on Goal 2, within the context of the SUN Movement. The aims of the UN Network are outlined within the below results framework:

<table>
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<tr>
<th>UN Network</th>
<th>Outcomes</th>
<th>Outputs</th>
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<tr>
<td></td>
<td>Outcome 1: Increased awareness of the causes of malnutrition and potential solutions</td>
<td>Multi-sectoral nutrition analyses completed and informing national nutrition processes</td>
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<tr>
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<td>Outcome 2: Strengthened and increasingly resourced national policies and programmes</td>
<td>Advocacy for nutrition increased and sustained</td>
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<tr>
<td></td>
<td>Outcome 3: Increased human and institutional capacity to support the scaling up of nutrition actions at all levels</td>
<td>Nutrition knowledge-sharing mechanisms in place and functional</td>
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<td></td>
<td>Outcome 4: Increased efficiency and accountability of national efforts</td>
<td>National nutrition SMART targets in place</td>
</tr>
<tr>
<td></td>
<td>Outcome 5: Harmonized and coordinated United Nations nutrition efforts</td>
<td>Quality sectoral and multi-sectoral nutrition strategies, policies, plans and programmes in place and up-to-date</td>
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Source: UN Network for SUN Strategy (2016-2020)
Six Recommended Actions to support the coordination and harmonization of UN Network activities at Country Level (Outcome 5)

The UN Network Steering Committee recommends that UN Networks at country level take action to strengthen the relevance, efficiency and effectiveness of UN contributions to nutrition.

1. Complete inventory of UN country level nutrition contributions
2. Develop UN Nutrition Strategy/Agenda (including annual work plan)
3. Track and report progress
4. Engage in UN Joint Advocacy & Communication Efforts
5. Develop UN Joint Programming & Harmonize Approaches
6. Develop resourcing strategy
UN Network at Country Level

This guidance presents a process and tools in support of recommended actions 1 and 2*.

Recommended Actions at country level*

1. Completion of an inventory of existing UN agency country level nutrition contributions
2. Development of a UN Nutrition Strategy/Agenda (incl. annual work plan)
3. Review of network effectiveness and tracking UN network progress against UN nutrition objectives (reporting through UN Network Dashboard)
4. Engagement in joint advocacy and communication efforts for nutrition
5. Development and implementation of coherent, complementary nutrition programmes (e.g. Joint frameworks) and harmonization of approaches
6. Development of a coherent, complementary nutrition resourcing strategy

* The completion of the UN Nutrition Inventory and Common UN Nutrition Strategy/Agenda can pave the way for the implementation of the other recommended actions of the UN Network at country level; additional tools and guidance to help UN Networks in achieving the other recommended actions are under development by the UN Network Secretariat.
What is the **UN Nutrition Inventory**

✓ Provides a common and comprehensive framework and language for describing current UN nutrition actions

✓ Based on a multi-sectoral list of nutrition actions that have been included in the Compendium of Actions for Nutrition (CAN)

✓ Allows UN agencies in the same country to compare the focus, magnitude and location of UN nutrition contributions

✓ Facilitates mapping UN contributions to nutrition against the government’s national nutrition priorities

✓ Provides a strong evidence base from which key strategic questions may arise

✓ Provides a strong evidence base upon which to develop the UN vision and priorities for nutrition

✓ Provides a common framework and language that could also be useful to governments, donors, and other partners to enable a common collective strategic conversation on nutrition, developing a UN Nutrition Strategy, current and future UN agency responses, etc.
What is a **UN Nutrition Strategy/Agenda**

- Sets a vision/aspirations for UN contributions in the future, in alignment with government policy on nutrition
- Tells the story on current UN contributions to nutrition concisely, clearly and holistically
- Clarifies agency responsibilities and identifies gaps in programmes where the UN is uniquely positioned to contribute
- Identifies areas of weakness and opportunities to improve joint programming approaches and alignment between agencies and national nutrition strategies
- Identifies areas requiring additional funds/fundraising
- Harmonizes nutrition messages for use in joint advocacy
- Contextualizes the UN Network for SUN strategy (2016-2020) to country realities
- The ‘Strategy’ may be a tool that is used for multiple purposes, such as advocacy, feeding into an upcoming UNDAF* process or a document that has stand alone value for UN coordination and reflection on performance over several years
- UN Networks are expected to develop an annual work plan relevant to the country context, drawing from activities outlined within the strategy

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**NOTE:** The process of drafting a strategy also helps to strengthen stakeholder relationships and foster a collaborative dialogue among nutrition players.

*UNDAF recently renamed the United Nations Sustainable Development Cooperation Framework (*Cooperation Framework*).*
Enabling Conditions that Accelerate Completion of Recommended Actions 1 & 2

• **A Resident Coordinator, Head of Agency or other Senior UN ‘Sponsor’ on Nutrition.**
  A senior UN official that is actively requesting strategic clarity regarding the UN system’s contributions on nutrition can serve to generate momentum and support for completing recommended actions 1 and 2*.

• **An active UN Network for SUN is in place at the country level.**
  In practice this means that there is a UN working group / nutrition team, at country level, focused on ensuring that the UN is coherently, collaboratively and transparently contributing to national multi-sector nutrition strategies and programmes. This may or may not formally be called a “UN Network for SUN”, depending on existing mechanisms in each country. The “UN Network for SUN” at country level has active high-level leadership, such as a UN Head / Deputy Head of Agency, acting as Chair.

• **One individual has been designated to facilitate and support UN Network for SUN members through the process.**
  This individual facilitates and supports UN Network member contributions (e.g. facilitates data collection, performs supporting analysis, presents results to UN Network members, facilitates strategic discussions and decision making and documents outputs). This role of ‘Lead Facilitator’ could be fulfilled by a UN Network participating staff member or a consultant hired to fulfill the responsibility.

• **The UN Network for SUN has assessed the strategic landscape and concluded that it is an opportune time for a UN Nutrition Strategy/Agenda.**
  The UN Nutrition Strategy/Agenda can be an effective tool for articulating in one place the collective UN system contributions and intentions vis-à-vis nutrition outcomes - at any point in time. It is of additional value as a tool for responding to mid-term recommendations (i.e. UNDAF or equivalent and/or National Plans) or consolidating how nutrition could best be reflected in future UNDAFs.

*Ideally the Chair of the UN Network for SUN is an active Senior ‘Sponsor’ on Nutrition, but this may not always be the case. Additional senior ‘Sponsors’ can also serve to increase both participation and quality of the process.
Key Questions (1)

1. **Which UN agencies are expected to participate in the UN Network at country level?**
   All UN agencies actively contributing to nutrition outcomes at country level. This typically includes FAO, UNICEF, WFP, WHO and IFAD (where present), as well as UNFPA, ILO or any other UN agency actively engaged in nutrition at the country level.

2. **How frequently is the UN Network recommended to complete recommended actions 1 and 2?**
   It is recommended that a UN Nutrition Strategy/Agenda cover the same period as the national government planning cycle or UNDAF, and be reviewed and updated at mid-point, in line with these planning processes. The UN Nutrition Inventory is recommended to be completed first as an input to the UN Nutrition Strategy/Agenda; and then updated either as part of the mid-point review or if the key players / type of nutrition actions the UN is contributing have significantly changed. The timing for completing recommended actions 1 and 2 should also consider the national government planning cycle, so that when the national government is reviewing their nutrition policy/strategies/programmes the UN can respond accordingly.

3. **Who supports the UN Network in completing recommended actions 1 and 2?**
   Before completing the recommended actions it is envisioned that an active UN Network is in place at country level. It is also recommended that an individual be identified to take responsibility for facilitating and supporting UN Network member contributions (e.g. facilitates data collection, performs supporting analysis, presents results to UN Network members, facilitates strategic discussions and decision making and documents outputs). This role of ‘Lead Facilitator’ could be fulfilled by a UN Network participating staff member or a consultant hired to fulfill the responsibility.

NOTE: A complete set of FAQs regarding the UN Network can be found at [http://scalingupnutrition.org/the-sun-network/un-network](http://scalingupnutrition.org/the-sun-network/un-network)
Key Questions (2)

5. **How is the UN Nutrition Inventory different from past nutrition mapping exercises?**
   The UN Nutrition Inventory uses a common set of nutrition actions as the unit of analysis for all participating UN agencies. This provides a comparable and aggregated picture of UN contributions to nutrition. It explicitly looks at how these actions align with current national government priorities, where they are geographically concentrated, as well as the relative investment level across actions and national priorities. The tool is lighter and easier to update than past mapping tools.

6. **How does the UN Nutrition Strategy/Agenda link to in-country UNDAF processes? Will this exercise not create a parallel / duplicative process?**
   The UN Nutrition Strategy/Agenda is a means for the UN Network to clearly articulate not just what the UN system can contribute to nutrition outcomes, but also how. When done well it aids in the preparation and/or review for UNDAF discussions and helps the UN Network to advocate for the appropriate inclusion of nutrition outcomes in future UNDAFs. It also serves as a support tool to optimize UN agency implementation of the UNDAF, in relation to nutrition.

7. **When and how should other stakeholders be involved (e.g. government counterparts, other SUN networks, NGOs significantly contributing to nutrition outcomes, etc.)?**
   This depends very much on the context and the aims of each individual UN Network. Both the Inventory results and the UN Nutrition Agenda/Strategy are powerful outputs to share with key counterparts for informational, advocacy and accountability purposes.

NOTE: A complete set of FAQs regarding the UN Network can be found at [http://scalingupnutrition.org/the-sun-network/un-network](http://scalingupnutrition.org/the-sun-network/un-network)
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7 key steps have been identified to date, as critical to completing the UN Nutrition Inventory and to developing a high quality UN Nutrition Strategy/Agenda at the Country Level. The first four apply to conducting and validating the UN Nutrition Inventory.

1. Secure Consensus to complete UN Network Recommended Actions 1 & 2
2. Conduct & Analyze UN Nutrition Inventory
3. Conduct 1 on 1 Interviews and Synthesize Results
4. Prepare & Facilitate Initial Strategic Workshop
5. Prepare & Conduct UNRC/Reps Debrief
6. Outline Key Elements of the UN Nutrition Strategy/Agenda
7. Finalize UN Nutrition Strategy/Agenda

- Support to UNDAF Drafting / Implementation
- Common Narrative / Messaging
- Joint Programming
Overview

Secure Consensus to complete UN Network Recommended Actions 1 & 2

Purpose

To develop a common understanding of UN Network recommended actions 1 and 2 (and their expected benefits) and to generate strong buy-in / ownership for active participation in their development among the UNRC and all agencies* engaged in nutrition at country level.

Suggested Activities

- Share performance expectations of the UN and confirm consensus on the need for the UN to work more effectively together on nutrition.
- Communicate the vision for the UN Network, the principals, vision and priority outcomes of the UN Network for SUN strategy (2016-2020) and the role of the UN to support countries.
- Explain recommended actions 1 and 2 for the UN Network at country level.
- Explain what the UN Nutrition Inventory and the UN Nutrition Strategy/Agenda look like – in practice - and the expected benefits of each.
- Assess how the UN Nutrition Inventory & UN Nutrition Strategy/Agenda could complement current UNDAF processes and/or other plans / policies / practices influencing nutrition.
- Secure a senior ‘sponsor’ to support efforts to complete recommended actions 1 and 2, and galvanize commitment across agencies (e.g. UNRC, CD, Chair of UN Network).
- Outline a proposed approach for moving forward / achieving recommended actions 1 and 2 (e.g. key steps, timing, resources required, etc.), using the TOR template as a reference when identifying a ‘Lead Facilitator’.
- Meet with agency nutrition focal points and/or UN representatives to discuss proposed approach and secure buy-in / go-ahead.

Who’s Involved (lead indicated in bold)

- **UN Network Chair**
- **Lead Facilitator** (e.g. UN staff supporting the process or hired consultant.)
- UN Nutrition Focal Points
- UN Agency Representatives and/or Delegate
- UNRC / Other Potential Senior ‘Sponsor’

Tools / Templates

- Inventory tool
- Strategy/Agenda template (Word)
- TOR template for Lead Facilitator Supporting UN Nutrition Inventory and UN Nutrition Strategy/Agenda Development

* Consensus among representatives at both Head of Agency level and technical level is required.
**Good Practices**

- Ensure awareness and consensus is built at the Head of Agency Level (e.g. CD/DCD) and technical representative level (e.g. nutrition focal points) across all UN agencies that are engaged in nutrition at country level (this includes currently active and potential future members of the UN Network at country level).
- Ensure UN stakeholders understand why and how an Inventory and Strategy/Agenda will benefit them, as well as where the request for these deliverables is originating from (i.e. from their own UN Agency Principals).
- Emphasize that both the Inventory and the Strategy/Agenda are intended to be light but rigorous tools to help sharpen UN system performance vis-à-vis nutrition.
- Use existing recommendations / calls for change as additional rationale as to why the Inventory & Strategy/Agenda will add value (i.e. proactively position nutrition within the next UNDAF; assist UN to respond to government requests / recent mid-term review recommendations / evaluation findings; etc.).
- Ensure the approach proposed is realistic and in complement to ongoing UNDAF processes, government planning process and/or other strategic nutrition-related dialogues
- Secure senior level sponsor(s) as early as possible in the process.
- Engage one nutrition focal point (technical expert) and ideally one more senior programmatic / managerial leader (CD, DCD, Programme Head) from each agency, as active participants in the process.
- Be opportunistic, creative, persistent and patient as developing understanding / building consensus requires ongoing effort throughout the process.
- Use a combination of UN Network (group) meetings and one on one meetings to secure consensus.

**Estimated Timing**

- 4 – 6 weeks
- Estimated timing depends on: (a) the current level of effectiveness of and participation in the UN Network for SUN (b) UN leadership and (c) where the UN and/or National Government are in terms of their planning processes.

**Outputs**

- Agreement on human and financial resources necessary to facilitate and support the process of achieving recommended actions 1 and 2
- Agreed contact point in each agency to complete the inventory and timeframe for completion
- Agreed interviewees for each agency and timeframe for conducting interviews
- In principle agreement for an initial strategic workshop
Overview

Conduct & Analyze UN Nutrition Inventory

Purpose

To analyze all significant UN nutrition actions, relative to national priorities, and to inform strategic discussions and decisions on UN Network efforts vis-à-vis nutrition.

Suggested Activities

• Review the instructions of the inventory tool and its supporting frameworks/templates*. Consult the CAN if further guidance is needed.
• Insert your country’s list of current national plan priorities on nutrition and/or Core Nutrition Actions into the tool.
• Circulate the inventory tool to participating agency nutrition focal points for completion (with one on one follow-up as necessary to ensure they fully understand the tool).
• Review the aggregated data across all participating agencies and perform additional quality assurance if needed.
• Develop a PPT presentation—using the inventory results template as a guide—to develop a comprehensive picture of UN geographic presence, magnitude of actions, alignment with national plans/priorities, etc.
• Share and present the draft PPT presentation of inventory results to the UN agencies’ nutrition focal points and address any data discrepancies/corrections.
• Identify key strategic questions and/or future opportunities the inventory analysis raises and highlight these as key messages and titles in the PPT.

Who’s Involved (lead indicated in bold)

• Lead Facilitator (e.g. UN staff supporting the process or hired consultant.)
• UN Nutrition Focal Points
• UN Network Secretariat

Tools / Templates

• Inventory tool
  (Including instructions, accompanying Nutrition Action Framework and inventory results template)

Additional Data Required:

• Latest DHS or MICS or any other relevant national survey with prevalence and absolute numbers of stunting; latest census or population projections.

* The Inventory Tool consists of three elements: A data collection instrument; supporting Nutrition Action Framework (PPT); and an inventory results template (PPT).
Good Practices

• Ensure nutrition focal points, of participating agencies, understand the purpose and process for completing the inventory and how to link their agency’s work to national priorities / core nutrition actions.

• Ensure nutrition focal points understand all definitions as reflected in the inventory.

• Encourage nutrition focal points to include ALL nutrition related activities which have an impact on / can reduce chronic malnutrition (stunting) being conducted by their agency (i.e. they may need to speak to colleagues from other units or departments in their agency to have all relevant data for inclusion).

• Be available to answer questions / queries as nutrition focal points complete the exercise.

• When reviewing data accuracy check for common errors (e.g. double counting of actions or investments). Wait until all data has been reviewed before carrying out analysis.

• Complete a preliminary analysis and present among only the agency nutrition focal points first in order to verify all the data, identify additional questions/potential issues and agree upon key messages and next steps. If data is found to be incomplete, invite agency nutrition focal points to edit their data in the tool and update the presentation accordingly.

• Encourage focal points to share inventory results with senior management of their agency prior to their use in the strategic workshop and before presenting to another audience.

Estimated Timing

• 2-4 weeks to conduct
• 1-2 weeks for analysis

• Estimated timing depends on: (a) speed of nutrition focal points in completing the inventory, (b) number of data reviews and edits required to ensure data is accurate; (c) available time of the individual conducting the inventory analysis; and (d) availability of support from the UN Network for SUN Secretariat

Outputs

• Individual inventory data collection instrument (one per participating UN agency)

• Inventory results presentation (PPT)

✓ Recommended Action 1: UN Nutrition Inventory COMPLETED
Overview

3. Conduct 1 on 1 Interviews and Synthesize Results

Purpose
Gather initial inputs on the UN’s Vision for nutrition, where the UN Network is performing well and where there are weaknesses; as well as initial ideas on key opportunities for enhancing the relevance, efficiency, and effectiveness of UN system contributions.

Suggested Activities

- Revise interview guide template, to customize for your country context, and share with participating agencies in advance of conducting interviews.
- Conduct 30-45 minute interviews with the UN nutrition focal point from each participating agency, and with a senior counterpart who is engaged in / informed about nutrition issues at a strategic level (e.g. CD, DCD, Head of Programme).
- Consolidate inputs received for each question, by each agency, into one document.
- Review sample facilitation slides (to see how interview feedback can be aggregated and shared as part of the initial strategic workshop).
- Generate slides to summarize/share initial insights on key topics, based on the interview inputs provided (e.g. UN Vision, Nutrition Outcomes, UN comparative advantage in nutrition, etc.).

Who’s Involved (lead indicated in bold)

- **Lead Facilitator** (e.g. UN staff supporting the process or hired consultant.)
- UN Nutrition Focal Points
- Senior Representatives (e.g. CD, DCD, Head of Programme), including Senior ‘Sponsor’
- UN Resident Coordinator

Tools / Templates

- Interview Guide template (Word)
- Sample Facilitation slides (PPT)
## Good Practices

<table>
<thead>
<tr>
<th>Estimated Timing</th>
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<tbody>
<tr>
<td>• 2 weeks to conduct interviews</td>
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<tr>
<td>• 1 week for analysis</td>
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<tr>
<td>• <em>Estimated timing depends on:</em> (a) availability of nutrition focal points / senior reps for interview; and (b) available time of the designated individual conducting the interviews and analysis</td>
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<table>
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<th>Outputs</th>
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<tr>
<td>• Consolidated Interview Results / Summary slides</td>
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| • Provide the interview questions in advance, if asked for by participants. |
| • Schedule sufficient time during interviews to cover all questions. |
| • Prioritize face to face interviews, as this provides an opportunity to build relationships and probe key issues in greater depth, as necessary. |
| • If face to face and/or phone interview is not feasible, request that the nutrition focal point or senior representative responds to the interview questions via e-mail (i.e. it is better to have remote input than no input). |
| • Input from senior agency representatives (e.g. CD, DCD, Head of Programme) is essential to ensure strategic / leadership level perspectives are well reflected from the outset. |
| • Where possible, conduct an interview with the Resident Coordinator to include expectations re: future direction of UN contributions to nutrition. |
| • Inform interviewees that the input they provide will be consolidated with that of the other interviewees and ultimately shared with all participating agencies, along with the inventory tool results. |
### Purpose

To design and facilitate a participative, fact-based* dialogue that will enable the UN Network participants to better understand:
1. Current UN contributions and UN comparative advantage in nutrition;
2. UN vision for nutrition and key priorities;
3. Key strategic opportunities to enhance performance for further elaboration.

To use the outputs from the workshop as a starting point for strategy development.

### Suggested Activities

- Review the sample agenda and sample facilitation slides.
- Define the main objectives for your initial strategic workshop. Propose workshop participants, primary roles / contributions and agree on the process for decision making during the workshop. Validate with UN Network members and senior sponsor.
- Draft the agenda for your workshop (e.g. session by session descriptions, timing, who’s involved, etc.) and finalize collaboratively with the UN Network and senior sponsor.
- Draw on inventory and interview analysis already completed, available government and UNDAF data, UN Network strategy (2016-2020) content, as well as sample facilitation slides, for the development of the presentation content and group work for each workshop session.
- Rehearse the flow, timing and presentations for each workshop session; as a way to validate and finalize workshop approach / materials.
- Facilitate the workshop, aiming to create a data-rich, open and stimulating environment for participants to exchange ideas and identify future requirements.
- Summarize key decisions and outstanding issues for validation by workshop participants before closing the workshop.

### Who’s Involved (lead indicated in bold)

- **UN Network Chair**
- **Lead Facilitator** (e.g. UN staff supporting the process or hired consultant.)
- UN Nutrition Focal Points
- Senior Representatives (e.g. CD, DCD, Head of Programme), including Senior ‘Sponsor’
- UN Resident Coordinator (or delegate from UNRC’s office)
- **UN Network Secretariat and/or experienced REACH Facilitators (Support)**

### Tools / Templates

- Sample Workshop Agenda (Word)
- Sample Facilitation slides (PPT)

* Fact-based refers to the fact that workshop discussions will share and build on insights generated through the Inventory and Interview analysis conducted.
Good Practices

- It is recommended that 2 full days be dedicated to this strategic workshop to allow sufficient time for absorption of information, in depth discussion and for achieving consensus among participants.
- Ensure the UNRC and the Representatives of each participating UN agency (or their delegate) participate in the opening of the workshop and the sharing of the results of the Inventory exercise. (Note: Ideally the UNRC or senior sponsor will set the expectations and tone during the opening day).
- When drafting the agenda clearly outline the desired outputs and outcomes you hope to generate during each workshop session. This is very helpful to refining the overall agenda and the detailed approach for each session (e.g. plenary vs. group work, key content to present, etc.).
- As the results of the inventory analysis provide a significant amount of information for stakeholders to absorb, it is recommended that these be shared and reviewed with nutrition focal points prior to the workshop. Only a summary of main findings can then be presented at the workshop, allowing more time to be dedicated to discussion instead of data absorption. Where prior sharing is not possible, sufficient time should be built into the workshop agenda for presentation/Q&A/discussion.
- It is recommended that workshop facilitators be well informed on what other significant players in nutrition are doing in country; as an input to strategic discussions.
- It is recommended that time be dedicated to jointly agree on how to approach/organize the UNRC/Reps debrief and key messages prior to the conclusion of the workshop.
- Secure workshop dates, location and necessary workshop support as early as possible (e.g. co-facilitator, note-taker, etc.).
- Proactively seek guidance (and possibly co-facilitation support) from UN Network Secretariat or another Facilitator who has had experience with this process.

Estimated Timing

- 2-4 weeks to prepare
- 2.0 days to facilitate

Outputs

- Key elements of a UN Nutrition Strategy / Agenda
- Identification of key issues / questions for further elaboration
- Agreement on next steps for UN Network to move forward on

*Fact-based refers to the fact that workshop discussions will share and build on insights generated through the Inventory and Interview analysis conducted.*
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7 key steps have been identified to date, as critical to completing the UN Nutrition Inventory and developing a high quality UN Nutrition Strategy/Agenda at the Country Level. The final three are necessary to finalize a high quality UN Nutrition Strategy/Agenda, building on initial strategic discussions.

1. Secure Consensus to complete UN Network Recommended Actions 1 & 2
2. Conduct & Analyze UN Nutrition Inventory
3. Conduct 1 on 1 Interviews and Synthesize Results
4. Prepare & Facilitate Initial Strategic Workshop
5. Prepare & Conduct UNRC/Reps Debrief
6. Outline Key Elements of the UN Nutrition Strategy/Agenda
7. Finalize UN Nutrition Strategy/Agenda

- Support to UNDAF Drafting / Implementation
- Common Narrative / Messaging
- Joint Programming
## Purpose

To share key insights and outputs generated during strategic workshop discussions; and to secure senior endorsement of the UN vision for nutrition, as well as the main elements of the UN Nutrition Strategy/Agenda to be further elaborated.

## Suggested Activities

- Agree on the participants to be invited to the debrief (typically the RC and the CD’s from each UN agency participating in the workshop) and confirm availability.

- Determine the key topics to include in your debrief agenda and outline your planned debrief presentation (e.g. 4-5 key slides from the inventory analysis; 4-5 key slides expected as outputs from the workshop; 1-2 slides on key decisions and/or next steps).

- Finalize your debrief agenda and presentation based on actual workshop outcomes / outputs.

- Validate key decisions / points of feedback being requested of senior managers, with the UN Network Chair and/or senior sponsor and agree on roles during the debrief.

- Deliver the debrief.

## Who’s Involved (lead indicated in bold)

- **UN Network Chair**

- **Lead Facilitator** (e.g. UN staff supporting the process or hired consultant.)

- Senior Representatives (e.g. CD, DCD, Head of Programme), including Senior ‘Sponsor’

- **UN Resident Coordinator (or delegate from UNRC Office)**

## Tools / Templates

- No specific tools / templates

- Use facilitation slides and slides that summarize workshop outcomes / outputs, as the basis for the debrief presentation
### Good Practices

- Secure location / timing / and confirmation of participant availability as early as possible (i.e. strategic workshop dates should be set in parallel with dates for the debrief, to ensure the debrief occurs within the same week or immediately following the workshop).
- Schedule at least two hours for the debrief, to allow sufficient time for discussion and decision making; however, be prepared to manage the meeting to desired outcomes in less time, should availability of participants be constrained.
- Plan to circulate the final debrief presentation to workshop participants, in advance of the debrief, as Nutrition Focal Points may be asked to inform their representatives beforehand.
- Encourage the UN Network Chair and/or senior sponsors to take a lead role in presenting the objectives and outcomes generated from the initial strategic workshop.
- Explicitly engage senior representatives during the debrief to build understanding / ownership / commitment around the UN’s comparative advantage in nutrition; the proposed UN Vision for Nutrition and the direction nutrition focal points would like the UN nutrition strategy/agenda to take.
- Ensure you clearly articulate how the work being presented supports and is in complement to ongoing UNDAF and government planning processes.
- Pre-prepare concrete options for senior representatives to react to in terms of proposed next steps, timing, etc.

### Estimated Timing

- 1-2 days to prepare
- 0.5 days to deliver

### Outputs

- Endorsement of UN Vision for Nutrition in your country and UN collective comparative advantage in nutrition
- Validation of the direction outlined for the strategy and key elements for elaboration
- Conclusions on key decisions and next steps proposed
# Outline Key Elements of the UN Nutrition Strategy/Agenda

## Purpose

To document the key elements of a UN Nutrition Strategy/Agenda agreed during the workshop (e.g. vision, focus areas, target outcomes, etc.) and specify any identified strategic opportunities / outstanding questions that require further elaboration in order to develop a high quality UN Nutrition Strategy/Agenda.

## Suggested Activities

- Review the UN Nutrition Strategy / Agenda template.
- Document the strategic workshop outcomes in the form of a draft UN Nutrition Strategy/Agenda, clearly noting where: (a) outstanding issues remain; (b) additional analysis is needed or (c) further discussion is required by UN Network members in order to arrive at a complete and compelling UN Nutrition Strategy/Agenda.
- Validate the summary document (draft UN Nutrition Strategy/Agenda) with strategic workshop participants (e.g. circulate and incorporate revisions requested).
- Agree on next steps / timing to complete the UN Nutrition Strategy/Agenda.
- Share the summary document (draft UN Nutrition Strategy/Agenda) and next steps with the UNRC and UN agency representatives, in follow-up to the debrief.

## Who’s Involved (lead indicated in bold)

- **UN Network Chair**
- **Lead Facilitator** *(e.g. UN staff supporting the process or hired consultant.)*
- UN Nutrition Focal Points
- Senior Representatives *(e.g. CD, DCD, Head of Programme)*, including Senior ‘Sponsor’
- UN Resident Coordinator *(or delegate from UNRC Office)*

## Tools / Templates

- Strategy/Agenda Template *(Word)*
Good Practices

• Be as succinct as possible in summarizing the content and insights generated during the strategic workshop (i.e. keep in mind a final UN Nutrition Strategy/Agenda should be no more than 6-8 pages).

• Use this process as an opportunity to sharpen key outstanding questions, note any additional opportunity areas or topics that did not get sufficient attention during the initial strategic workshop.

• Use annexes to provide relevant detailed information, to ensure the summary document remains crisp and clear (e.g. National Plan objectives).

• Use the summary document as a guide for where to focus further discussions and analysis with the UN Network members.

Estimated Timing

• 1-2 weeks post-workshop to write up workshop discussions/decisions, circulate among participants and integrate feedback (2-5 days effort)

• Estimated timing depends on: (a) availability of individual summarizing workshop discussions/decisions; and (b) speed of receiving feedback from workshop participants

Outputs

• Summary document from initial strategic workshop (Zero Draft UN Nutrition Strategy / Agenda)

• NOTE: The degree of completeness of this summary (vis-à-vis the UN Nutrition Strategy/Agenda template) will depend on progress made during the initial strategic workshop
Purpose

To formulate a final UN Nutrition Strategy/Agenda; with sufficient clarity to serve as: (a) an input to UNDAF and/or government planning processes; (b) a common tool for advocacy and resource mobilization purposes; and (c) to track and measure UN performance against stated nutrition objectives.

Suggested Activities

- Follow-up interviews with each participating UN agency to gather outstanding data and explore key issues/opportunities identified during the strategic workshop as requiring further elaboration.
- Synthesize new information as part of a revised draft UN Nutrition Strategy/Agenda (noting key decision points) and determine if additional in-person sessions with the UN Network are required.
- Hold dedicated meetings and/or a follow-up strategic workshop to build consensus on critical elements of the strategy (i.e. focus areas, target nutrition outcomes/results, immediate actions, performance indicators).
- Develop a final draft of the UN Nutrition Strategy/Agenda based on the outcomes of follow-up meetings/workshops.
- Validate final draft with UN Network nutrition focal points/Chair/senior sponsor.
- Present the final UN Nutrition Strategy/Agenda at an UNCT meeting or dedicated meeting of the UNRC and Representatives for endorsement.

Who’s Involved (lead indicated in bold)

- UN Network Chair
- Lead Facilitator (UN staff supporting the process or hired consultant.)
- UN Nutrition Focal Points
- Senior sponsor
- Senior Representatives (e.g. CD, DCD, Head of Programme), including Senior ‘Sponsor’
- UN Resident Coordinator (or delegate from UNRC Office)

Tools / Templates

- Strategy/Agenda template (Word)
**Estimated Timing**

- 1-2 months
- *Estimated timing depends on: (a) how much progress was made during the initial strategic workshop; and (b) the number and complexity of outstanding issues critical to the strategy to resolve*

**Outputs**

- Endorsed UN Nutrition Strategy / Agenda

**Good Practices**

- Ensure that the final Strategy/Agenda includes performance indicators (in alignment with UNDAF indicators; UN Network strategy (2016-2020) results framework; and indicators of UN Network performance; where applicable).
- Ensure that the final Strategy / Agenda outlines monitoring, evaluation and/or review processes anticipated.
- Decide how the document will be managed and applied, if not already clarified at an earlier stage in the process.

**Recommended Action 2:**

- **UN Nutrition Strategy/Agenda - COMPLETED**

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Available Support Resources

UN Network Secretariat
• This Guidance Package is the primary support resource available from the UN Network Secretariat to aid those leading UN Networks at country level to complete a UN Nutrition Inventory and/or develop a UN Nutrition Strategy/Agenda.
• Where possible, the UN Network Secretariat will offer analytical support on analysing Inventory data and/or overall process guidance.

Experienced REACH Facilitators
• Contact details of UNN—REACH Facilitators (current/past) who have been through the process and may be available to act as a sounding board and/or mentor to those undertaking the process is available through the UN Network Secretariat.

Pre-Identified Consultants
• A list of consultants suitable for supporting UN Networks, at the country level, is available through the UN Network Secretariat.

Local Resources
• UN Networks are encouraged to leverage qualified locally available resources, if additional support is required to complete UN Network recommended actions 1 and 2.
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Tools & Templates

In addition to this Guidance Package, the following tools and templates are available to support UN Networks, at the country level, in completing a UN Nutrition Inventory and developing a UN Nutrition Strategy/Agenda.

1. Inventory tool *(Data Collection Instrument + PPT)*

   *Includes:*
   (1) Data collection instrument for capturing UN agency data;
   (2) Nutrition actions framework; and
   (3) PPT inventory results template

2. Interview Guide template *(Word)*

3. UN Nutrition Strategy/Agenda template *(Word)*

4. TOR template for Lead Facilitator Supporting Inventory and UN Nutrition Strategy/Agenda Development
Sample Outputs

The following sample outputs are also available for reference.

1. Sample Agenda for Initial Strategic Workshop (*Word Document*)
2. Sample Facilitation Slides for Initial Strategic Workshop (*PPT Document*)
3. Other samples available upon request