MDG Achievement Fund UNICEF New York Knowledge Management Proposal

Proposal Summary

UNICEF is a lead agency for child nutrition programmes both globally and at country level with strong ties to several key partners in food security and nutrition programmes for children. UNICEF is involved in country level implementation of all Child, Food Security and Nutrition MDG Achievement Fund proposals and has strong partnerships at the global level with other involved agencies such as WHO and WFP. This places UNICEF in a unique position to facilitate knowledge management across all countries and involved agencies and coordinate actions established in this proposal in collaboration with these key partners. Results to be achieved with implementation of this proposal include (i) 6 case studies disseminated; (ii) 2 research papers disseminated; (iii) Contributions to the knowledge management site for Children, Food Security and Nutrition made by at least 5 countries and at least 5 different agencies each quarter; and (iv) Documented successful application of knowledge/lessons/innovations reported on within the case study and/or research papers, by at least 5 countries; (v) Documented successful application of knowledge/lessons/innovations shared during the workshops and/or on the virtual platform by at least 10 countries; and (vi) Next steps for ensured sustainability developed for all 24 countries.

Background and Rationale

Knowledge Management is a vehicle that can promote change within existing programmes and management practices, accelerating innovation at country and global levels. When shared in an easily consumable manner, knowledge can grow exponentially among key partners. The aim of this proposal is to facilitate sharing of knowledge gained through implementation of Children, Food Security and Nutrition proposals in 24 recipient countries with the ultimate goal of improved results for children globally.

With nearly US \$135 million going towards joint programmes for Children, Food Security and Nutrition in 24 countries, the MDG Achievement Fund provides a unique opportunity to generate knowledge and document lessons and good practices not only on technical issues related to food security and nutrition, but also in areas such as inter-agency coordination, national ownership, progress towards MDG 1 and aid effectiveness.

UNICEF is in a unique position to coordinate actions at the global level given the wide array of partners we work closely with, which are also involved in MDG-Fund activities at country level. Key UNICEF partners in these programme areas include WHO, WFP, FAO, MI, and FFI. Particularly of relevance to the MDG-Fund is "Renewed Efforts Against Hunger (REACH)", a multi-agency approach that presents an effective way of operationalizing the "One UN" concept in the area of food security and nutrition. UNICEF and WFP are the lead agencies in this undertaking which is aimed at building a strong

framework for national inter sectoral and inter-agency synergies, which in turn are expected to provide stronger and more sustainable results in terms of improved food security and nutrition status of children. UNICEF will build on experiences gained through these initiatives and partnerships when implementing the activities in this proposal and involve other key agencies during planning and implementation of this work.

Proposal Design and Implementation Plan

A variety of methods will be employed to facilitate sharing, storage and retrieval of knowledge gained through implementation of the MDG Achievement Fund country projects, including workshops, case study development, research papers and a virtual platform. Key partners including WHO and WFP will be involved in the planning and implementation of activities outlined in this proposal including the workshops, case studies and research papers.

Regional Workshops

Regional workshops will be planned in the first quarter of 2010 to serve as an opportunity for face to face sharing of early experiences and planning of globally convened knowledge management activities.

Before the workshop, information will be gathered from MDG Achievement Fund partners, including governments, regarding information they have to share with others, as well as any knowledge gaps they would appreciate help with. This information will be used to plan the workshops in collaboration with other key agencies at the global level, including WHO and WFP. A combination of presentations, panel discussions and participatory learning techniques as well as a "peer assist processes" will be used to facilitate discussion in groups during the workshops. One focus area of discussions will be around monitoring and evaluation of the projects given that the secretariat has indicated this as an area of weakness in most concept notes. The aim will be to discuss risks and opportunities in the area of monitoring and evaluation, uncover problems that have occurred with M&E efforts in past work of country team agencies and solutions that have worked to overcome these problems.

Through the two regional workshops, countries and topics for case studies will be selected with a view to ensure a fair balance between regions and topics (e.g. availability of food, vs access to food, vs utilization of food (including breastfeeding)). Topics for research the papers will be finalized in consultation with workshop participants. General areas of concentration for the case studies and research can include, but will not be limited to:

- Factors contributing to changes in national policies and management practices for implementation of national policies and programmes
- Factors contributing to changes in key indicators such as food security, dietary intake, delivery of social services and breastfeeding.

- Factors contributing to successes (e.g. increased efficiency of fund use) and challenges of the inter-agency collaboration and perceptions of collaborating partners of the MDG Fund mode of operation.
- Methods of knowledge management generation by country teams and potential utility of different knowledge management products developed within and across countries

Each of the two workshops will involve approximately 12 MDG-Fund country recipients, and participation from a good mix of agencies will be encouraged. In addition to UNICEF staff, staff from key agencies such as WHO and WFP will also participate in these workshops.

Case studies

Development of up to 6 case studies from up to 6 countries, on the general areas of concentration mentioned above, will be coordinated by UNICEF as a means of documenting experiences and determinants of success in a standardized manner. There is a paucity of data on the general areas of concentration mentioned above, yet countries could benefit from such information when implementing inter-agency programmes to achieve the MDGs. It is expected that these case studies will contribute important information on knowledge management methods and factors contributing to the successes of large scale inter-agency programmes, that can help propel future success in the 24 and other countries.

Selection of countries and topics for the case studies will be done in consultation with stakeholders during the regional workshops in quarter 1 of 2010.

Specific recommendations for the case study countries will be made within the case study reports. In addition, development of lessons learned and generic recommendations, based on a compilation of all 6 case studies, will be published in a separate report, which can be used across all MDG Achievement Fund countries and beyond.

Research papers

Two research papers will be developed through funds made available in this proposal. Topics for the research papers will be selected in conjunction with stakeholders at the regional workshops and UNICEF will lead research exercises and writing of the papers. The aim will be to cover topics relevant to many country proposals and knowledge gaps identified by the MDG Fund Recipients.

Creation of a shared virtual space for Children, Food Security and Nutrition

UNICEF will work with the MDG Achievement Fund Secretariat to develop a sub-site for Children, Food Security and Nutrition within the overall electronic platform being developed for all thematic areas. This will serve as the area for storage and retrieval of information and data which can be accessed by all partners, by topic and by country as well as by keyword search. The page will also be a platform for discussion groups on topics decided by the users. The Senior Advisor at UNICEF will coordinate management

of content on this sub site and also monitor site usage and coordinate ongoing improvements.

Global Workshop

At the end of the funding cycle, a global workshop will be held to share experiences after more than 2 years of implementation and to help country teams develop next steps for ensured sustainability. Each country team will develop a plan for future steps under the guidance of technical experts and facilitators from UNICEF and partner agencies. Emphasis will be placed on application of lessons and learnings from other countries. Country teams will also be asked to report on the utility of knowledge they acquired through the activities supported within this proposal as well as other knowledge management activities they have been involved in throughout implementation of the MDG Achievement Fund projects. Specifically, countries will be asked to indicate whether any experiences/knowledge gained from other countries had been applied in their country and their experience with applying that knowledge. The aim will be to develop recommendations regarding optimal forums and formats for sharing knowledge under similar initiatives.

Proposed Timeline

Activity	2009	2010)			2011	1		
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Regional Workshops		Х							
Development of Case Studies			Х	Х	Х	Х			
Research				Х	Х	Х	Х	Х	
Global Workshop									Х

Monitoring and Reporting

An evaluation of the first regional workshop will be undertaken and feedback fed into the subsequent regional workshop, as well as the global workshop in 2011.

Usage of the shared virtual space developed for Children, Food Security and Nutrition will be tracked on a monthly basis. In addition to monitoring hits to the site, a quarterly assessment of contributions to the site will be undertaken to ascertain whether there are certain regions, countries or agencies with low participation. Reasons for lack of participation among certain groups will be determined with the aim of rectifying any shortfalls of the system, and making changes as much as possible, to meet the needs of participating country teams. A short survey will be undertaken within 6 months of the site launch to uncover what is working and what can be improved to make the virtual space "the go to place" for knowledge sharing for all involved agencies and countries.

Results Framework

Expected Results	Indicator	Target	Means of Verification	Assumptions
Strategic Result				
Next steps for ensured	# of countries that	24	Reports/next	
sustainability developed for all 24	have developed next		steps	
countries	steps for sue after		documents	

	the MDG Fund projects are completed		from countries
Recommendations regarding optimal forums and formats for sharing knowledge under similar initiatives	Existence of recommendations for future knowledge management initiatives	5 recommend -ations	Global Workshop report
Expected Outputs			
6 case studies disseminated	# of case studies disseminated	6	Case study reports
2 research papers disseminated	# of research papers disseminated	2	Research paper reports
Contributions to the knowledge management site for Children, Food Security and Nutrition made by at least 5 countries and at least 5 different agencies each quarter	# of contributions to the knowledge management site for Children, Food Security and Nutrition each quarter	5 per quarter	Website document repository
Documented successful application of knowledge/lessons/innovations reported on within the case study and/or research papers, by at least 5 countries	# of countries that successfully used the knowledge lessons/ innovations reported on within the case study and/or research papers	5	Global Workshop report
Documented successful application of knowledge/lessons/innovations shared during the workshops and/or on the virtual platform by at least 10 countries	# of countries that successfully used the knowledge lessons/ innovations shared during the workshops and/or on the virtual platform	10	Global Workshop report

Institutional Management Arrangements

The global knowledge management effort for the Children, Food Security and Nutrition Thematic area will be coordinated by UNICEF. A Senior Advisor within Nutrition Section will be dedicated on a half time basis to oversee implementation of this proposal. The Senior Advisor will work under the Direction of the Chief of Nutrition Section. The UNICEF Senior Advisor will be responsible to coordinate global level actions with key agencies, such as UNDP, WFP, FAO and national governments.

Budget

Activity	Budget	
Regional KM workshops	2 @ 75,000 each =	150,000
Global KM workshop	1 @ 150,000 =	150,000
Case Studies	6 @ 15,000 each =	90,000
Research papers	2 @ 30,000 each =	60,000
Senior Advisor	0.5 for 2 years @ 250,000 per year =	250,000
Sub TOTAL		700,000
UNICEF HQ recovery cos	t (7% of subtotal)	49,000
GRAND TOTAL		749,000

FOR THE APPROVAL/SIGNATURE OF THE DIRECTOR OF PROGRAMMES

Subject: 2010 Workplan

Section: Nutrition

Section Chief: Werner Schultink

Approved

Not Approved

Nicholas Alipui

Director, Programmes

Date

Workplanning 2010 – 2011. Nutrition Section.

Achievements against planned results for the 2008-2009 biennium

The past biennium (2008-2009) saw a marked upswing in Nutrition. This increased attention was noted not only within UNICEF, but also among the international development community including donors, institutions and agencies. Reasons included a strengthened and well articulated evidence base (e.g. The Lancet Nutrition series publication), improved advocacy on the cost effectiveness of nutrition interventions (Copenhagen Consensus, 2008), as well as a sharp increase in food prices in 2008 which threatens to reverse the gains made towards MDG 1..

Within UNICEF, the Nutrition agenda advanced on many fronts. As part of the mid-term review process of the MTSP, Key Results for Nutrition were updated to be aligned with the latest evidence base and programme experiences. . Programme aspects such as complementary feeding, treatment of severe acute malnutrition, maternal supplementation and food fortification are specifically included. During the acute period of the food price increase in 2008, UNICEF allocated more than US \$60 million to counteract the negative impact of the price increases among vulnerable populations in select countries. The largest part of these funds was used for nutrition -and related health and WASH- interventions. Human resource capacity in countries and regional offices also improved. For example: two regional L-5 level Nutrition Advisors were appointed in Asia; a new L-4 specialist was appointed in Nigeria and Indonesia,. Towards the end of 2009, a special progress report on Tracking Progress on Maternal and Child Nutrition was released. Notably, this report focussed on stunting and on the 24 countries with the highest burden, and proposed a set of interventions to be implemented at scale. The Nutrition Section also spent considerable time and efforts to update the upcoming Facts for Life publication and prepare fact sheets on the different nutrition interventions for fundraising by PARMO.

Programmatic guidance was also strengthened. Documents published included programme guidance on the treatment of severe acute malnutrition; guidelines on the selection criteria for SAM treatment based on new WHO growth standards; programme guidance on infant and young child feeding (breastfeeding, complementary feeding, infant feeding in emergencies and HIV and infant feeding); guidance on new indicators to assess infant and young child feeding practices; case studies on large scale community based breastfeeding programmes and a review of infant and young child feeding programming; nutrition in emergency guidance was published by the Emergency Cluster; UNICEF also led on the finalization of a ten-year initiative to determine the impact of multiple micronutrient supplementation in pregnancy; the results of this were published in a special supplement of the Food and Nutrition Bulletin.

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The recently published report on Tracking Progress revealed that there are many success stories on the reduction of undernutrition and on improvement in coverage of specific interventions. For some programme areas, such as breastfeeding, salt iodization, and vitamin A supplementation, good documentation of how improvements can be achieved is now available, and can be used to support those countries still facing bottlenecks to scaling up. Similar experiences exist for the treatment of severe acute malnutrition using RUTFs. However for this programming area more detailed information on the number of treated children needs to become available.

Focussed, programme oriented workshops and country visits also lead to the expansion of nutrition programmes. For example technical workshops on infant feeding in West Africa and on the use of multi-micronutrient powders in Asia improved the programming in several countries.

Experiences with supply management of vitamin A supplements (timeliness and focal points for handling) and RUTFs (shortage in supply) also led to improvements in this area in terms of forecasting, and the supply availability has improved for RUTFs, and for micronutrient powders.

Strategic Adjustments for 2010 - 2011 and Future Landscape

The future landscape and strategic adjustments for 2010 and 2011 focus on the following objectives.

- Strengthening programmes to reduce stunting
 Stunting indicates more accurately the high burden of chronic undernutrition which
 exists in many countries, and in many countries the burden is higher than the burden
 of underweight. A more specific focus on stunting reduction is therefore required. In
 order to reduce stunting prevalence, interventions to support maternal nutrition and
 complementary feeding will need to be strengthened and implemented at a much
 bigger scale. Whereas we have achieved improvements and good coverage with
 programming areas such as vitamin A supplementation and (to a lesser extent)
 breastfeeding, the above mentioned 2 programming areas are currently implemented
 at much smaller scale. Whereas we will continue to strengthen ongoing programming,
 more focus will be given to improve maternal nutrition and complementary feeding.
- Scaling up of effective programmes in key countries with high burden and or high prevalence.
 The 'Tracking Progress Report' highlighted that 80% of the world's stunted children live in just 24 countries. It is clear that if we want to reduce stunting globally, special efforts will need to be made to increase coverage of key interventions in these 24 countries. In addition there are a number of smaller countries where prevalence of wasting and/or stunting is very high and these countries (e.g. Timor Leste, Guatemala) will need special support.
- Expanding HIV-Nutrition programmes

Research is ongoing in various countries in collaboration with WFP and will need to continue and followed up.

The benefit of vitamin A supplements for newborns is still uncertain. WHO is supporting multi-site trials which will further inform policy. UNICEF is part of the core group along with other partners steering this process. Meanwhile, UNICEF supports the operations research around the introduction of a new born care package through community health workers in Nepal which includes the provision of newborn vitamin A.

Multiple micronutrient powders (best known by the trade mark *Sprinkles*) are an effective way to treat anemia in children. Issues remain re: the use of iron-containing MNPs in malaria endemic areas with respect to the quantity of iron and its impact on health of children affected by malaria. UNICEF is part of a multi-partner initiative with the BMGF and NIH to support research in this area. Meanwhile, UNICEF is exploring the use of low-iron containing MNPs in countries/areas with strong malaria prevention and control initiatives.

UNICEF should also explore potential collaborators for operations research on approaches to improve maternal nutrition, particularly for pregnant and lactating women with low BMI, including distribution of fortified supplements (e.g. lipid nutrient supplements), vouchers and cash transfers together with counselling.

Although new guidelines were developed for the improved programming on complementary feeding, experiences with this programming area will need to be documented and evaluated in order to be able to provide optimal guidance to countries. More operations research is needed on delivery and targeting mechanisms for fortified complementary foods/lipid nutrient supplements to improve complementary feeding for children in the most vulnerable or food insecure populations (for whom social marketing is unlikely to be appropriate), and

UNICEF should explore potential partners to do this.

In order to be able to continue to strengthen advocacy about the need to expand nutrition programmes it is useful to get more information on the cost- benefit ratio of various nutrition interventions. This includes information on the lives saved because of ongoing programmes, and information on this will be strengthened through collaboration with Cornell University as well as the group working on the LiST tool.

The impact of the food and economic crisis on the nutrition status of women and children is still difficult to quantify and efforts will be made in collaboration with other institutes and universities to shed more light on this. In this context the potential use and impact of social safety nets such as food-for-work, conditional cash transfers, vouchers, will need to be explored and documented.

Food security is an important determinant of nutritional status, especially in countries which face regular shortages in food production. Knowledge on the assessment of food security as well as on policies and strategies and required partnerships need to be enhanced.

Strategic partnerships with several organizations and universities can be used to ensure implementation of parts of the research and knowledge creation agenda (e.g. Cornell and Tufts University, SGHI, IFPRI, regional and national institutions) as well as the increase of coverage of key interventions (e.g. Micronutrient Initiative, Helen Keller International, Valid).

Consultancy contracts and institutional contracts will need to be used to ensure implementation of several time-bound tasks. Furthermore, the focus of accountabilities and tasks of several section staff members will need to be reviewed and widened.

Funding Summary Sheet Nutrition Section 2010/2011 Workplan

	RR	OR	TOTAL Funded Total Unfunded		Total Required
KRA1 &2	\$165,000	\$1,591,000	\$1,756,000	\$266,000	\$2,022,000
KRA 4	\$10,000	\$6,818,820	\$6,828,820	\$722,000	\$7,550,820
overarching	\$176,000	\$750,000	\$926,000	\$1,115,000	\$2,041,000
Total Nutrition Section	\$351,000	\$9,159,820	\$9,510,820	\$2,103,000	\$11,613,820
% of total required in workplan	3%	79%		18%	

\$227,000	TOTAL priority funding needs 2010
	national policy/budget (PRSPs, SWAPs) discussions
\$10,000	Collaborate in further development/compilation of tools for nutrition investment cost benefit analysis for inclusion in
	innovations in Nutrition in Emergencies
\$50,000	Organize workshop for ROs and selected COs for updating on Management of Acute Malnutrition, and other
\$10,000	Develop guideline and e-learning tool on nutrition in emergencies (partly funded)
\$25,000	Establish stock pile /buffer stock of RUTF at SD
	monthly basis)
\$15,000	Review of forecasting of therapeutic supplies against actual to inform future forecasts and adaptation of tool (on 6
	conduct assessments on CF. (partly funded)
	finalize and disseminate the tools for better programming in CF; support selected countries to use the tools to
\$10,000	Revise ProPAN and Linear Programming software tools, hold workshop with designers and users of the tools,
\$27,000	In coordination with ROs, other Nutrition Section & YCSD, provide joint strategic and technical support to high
\$80,000	Conduct at least 4 Regional/sub-regional workshops/ consultations to review/develop region specific IYCF
Amount	Priorty funding needs 2010

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2. Appropriate Nutrition package to be defined by country specific context based on minimum package of xyz yet to be determined future

4. Required inputs include, TA, SSA, TFT, etc. Staff time is implied in all.

Nutrition Section Planned Publications 2010

Name/Topic	Partners	Lype
Guidance to countries on use of multiple micronutrient powders	SGHI, WFP, MI	Programme
utrient powders.	V/N	Peer review article
Report of a 14-country workshop		
Infant and Young Child Feeding Programme Review: Consolidated Report of Six Country	Academy for Educational	Programme review
Programme Review (2009)	Development	
Introduction to Interpreting Area Graphs for Infant and Young Child Feeding (2009)	N/A	Programme guidance
Programme Guidance on Infant and Young Child Feeding (2010)	N/A	Programme guidance
Community Based Infant and Young Child Feeding Counseling: Training Package,	URC/CHS, WHO	Training material
Adaptation Guide and Brochures		
Infant and Young Child Feeding Programme Review: Lessons Learned and Future	N/A	Peer reviewed article
Perspectives (working title)		
Perspectives on the implementation of the Baby Friendly Hospital Initiative	N/A	Peer reviewed article
Maternity Protection Resource Package	ILO, IBFAN	Advocacy and
		training material

Chief Unit Workplan 2010-2011

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Manage and surfices, countries, Cocountries from a sproved and tree from a sproved and dobal workshops, e platform. A personal packages in paper and downstream and downst									П	- 1									x			x	Support appropriate technical workshops which support		Number of	
Manage and support regional middle ord from the field or and the Spanish Mode from the field or and the Spanish Mode from the field or and the Spanish Mode from the field or and the support or and the support or and the support or and the support or and the Spanish Mode from the field or and the support or and the s	немсн		,4UNU	SW, AL	pun-1	000,067	0-				-			Name of	-	ST 100	-		-	-	-			STATE OF LAND	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	201409 00111-11
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pessibly sub-results) Or country level extrementation a find of	-				, -, -, -, -, -, -, -, -, -, -, -, -, -,	30 000	41	-				_	_			+	^	_		_	_	Y		4	have initiated the REACH	
Possibly sub-results) Author of : In target countries, COs Unmber of : In target countries and strategic papers and strategic paper			an an	-	papunjun	000,00	AGG AI		_	- 1	+	+	+^	1	\dashv	\rightarrow	+	+	1	+	-	^		13	additional countries that	
Point in target countries, COs (in collaboration packages in packages in patkagional packages in patkages in patka			us	SIVI		000 03	A 22 AT	×	×	x >	()	K X	×	х								19/	이 아이에 아이를 보고 있다면 있어요? 하네요? 길로 하고 있어요? 하는 사람들이 모르는 사람들이 되었다. 그는 사람들이 모르는 아이들은 사람들이 되었다. 아이들은 사람들이 없다는 사람들이 되었다.			
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possibly sub-results) An indicence of the contrines, COs (in collaboration of technical and technical and technical and strategic papers disseminated in the collaboration of technical and strategic papers disseminated in the collaboration of technical and strategic papers disseminated in the collaboration of technical and strategic papers disseminated in the collaboration of technical and strategic papers disseminated in the collaboration of technical and strategic papers disseminated in the collaboration of technical and strategic papers disseminated in the collaboration of technical and strategic papers disseminated in the collaboration of technical and strategic papers disseminated in the collaboration of technical and strategic papers disseminated in the collaboration of technical and strategic papers disseminated in the collaboration of technical and strategic papers disseminated in the collaboration of technical and strategic papers disseminated in the collaboration of technical and strategic papers disseminated in the collaboration of technical and strategic papers disseminated in the collaboration of technical and strategic papers disseminated in the collaboration of technical and strategic papers disseminated in the collaboration of technical and strategic papers disseminated in the collaboration of technical and strategic papers disseminated in the collaboration of technical and strategic papers disseminated in the collaboration of technical and strategic papers disseminated in the collaboration of technical and strategic papers disseminated in the collaboration of technical and strategic papers disseminated in the collaboration of technical and strategic papers disseminated in the collaboration of technical and strategic papers disseminated in the collaboration of technical and strategic papers disseminated in the collaboration of technical and strategic papers disseminated in the collaboration of technical and strategic papers disseminated in the collaboration of technical and strategic papers diss			- 1	SIVI					I, I	, I	.							-			1		^^^^^^	100	workshops held at regional	
possibly sub-results) Promotes COs (unmber of 1 to 1 to 1 to 2 to 2 to 2 to 3 to 2 to 3 to 3 to 3								^	*	^ '	` `	` ×	*	×								V				I accorde data accorde
possibly sub-results) Point interget countries, COs interest construction with ROs) to a stategate feedback to COs (in collaboration with ROs) to a stategate feedback to a stategate feedback to COs (in collaboration with ROs) to a stategate feedback to COs (in collaboration with ROs) to a stategate feedback to COs (in collaboration with ROs) to a stategate feedback to COs (in collaboration with ROs) to a stategate feedback to a sta				SVV	pepunjun	000,00	VI	-	\vdash	+	+	+	+	\vdash	\dashv	+	+	+	+	+ ^	-	^		4		10
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possibly sub-results) The possibly sub-results and substitution of the possible substitution of			1					×	×	^ '	` `	` ×	×	×											2 (10)	
			751	Elizabeth												0				-		STATE OF THE PERSON	Manage and support review, analysis and technical and		Number of :	200 seintruop¹temet ril
	External		Internal	Inioq	9dYT	JunomA	*stuqni	8	7	9 9	3 1	3 2	2	1	.8M	C4	d V	n KV	a a	0	ער	11				possibly sub-results)
	•	Partners		Focal	бu	ibnui	Required		ers)	uen	g) (ouile	iwi.			su	oitor	In i d	wo	Пd			Activity description	Targets	Indicators	Expected results (and

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					JATOT	1,576,000	to produce the		
py end 2011	Represent UNICEF in Nutrition and other relevant meetings so that a lead role for UNICEF in Nutrition can	×	x x x	x x x	×			SM	
os/COs as well as at technical and atrategic form papers published	Maintain and initiate partnerships with universities and other institutions which will strengthen (No Suggestions)	×	x x x	x x x	×	20,000	papunjun	SM	
powledge and has technical and startegic workshops on nutrition	Amanage the overall functioning of the Mutrition section, ensure adequate staffing, and funding	x		x x x	188			SM	
NYHQ Nutrition team is Number of taste-of-the-art	Organize fechnical and strategic workshops Initiate publication of fechnical and strategic papers	×	x x x	x x x	X	000,08	pəpunjun	COLUMN TWO IS NOT	
	Support initiatives such as the Global Action Framework for Nutrition in such a way that UNICEF interests are well represented	×	x x x	x x	×			SM	
	Collaborate closely with partners and donor agencies to ensure that UNICEF nutrition policy is well accepted, supported and acted upon (e.g. Gates Foundation, USAID, CIDA, World bank)	×	x x x	x x	x			SM	
	Serve on board or other management functions of appropriate partnerships or institutions and/or support senior management in such a role (e.g. GAIM, MI)	×	x x x	x x x	×	0009	ВЯ	SM	
Expected results (and Indicators Targe possibly sub-results)		1 8M kg	p E Z	Cuarters	Required (ibnuन JnuomA	ng Type	Focal Point	Partners lemetral

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000,971\$	Funded RR

TL = fechnical leadership including PD accountability in sectoral policy advocacy across the organization; G = provision of guidance to assist COs and ROs; MD = strategic engagement with COs and ROs to influence national development. SU = support to scale-up strategies; and KM = knowledge management and sharing of

Cross-Cutting: P = Partnerships; C4D = Communication for Development/Behavior Change; M&E= Monif

		Т	_	1					_		_			_		_		_	ooplanoo	* 1
	-lealth											П				-			including updating of country policies and guidelines and juidelines and juidelines and initial	*
	,2GIA\VIF	ıl .													П	1		ľ	VIN & IF guidelines TI & VIH in countries,	
OHM	,nsdninA	A S		-	2 SI	taining cost	X	X X	×	X	x x	×	-	+	\vdash	+	×	X	Number of countries that have received new all COs 10 Provide support, in collaboration with Health & HIV sections, to	
					nonn	on costs,						П						ı	раскаде	
					litaub	for printing/prod						П							training package; - Support orientations and roll out of community based IYCF	
IACN'	0011,000	AN.		anala	rder	bnıcµsse ou												١	community IYCF counseling package - Finalize, pre-fest and disseminate community based IYCF	
,OHW	SOS, ROS	MW CB		000,01	\$,ASS	1	X X	X	X	x x	×	_	+	\vdash	X	X	+	No. of countries adopted & implementing 5 9 IYCF community training package:	
Тһпіче,			1	000 07	-	-	1					П						1	CE.	
IYCN, Alive &						(production costs)													disseminate the tools for better programming in CF; support selected countries to use the tools to conduct assessments on	
,OHA9	100000000000000000000000000000000000000		пағиир		0.0000000000000000000000000000000000000	bnucysse ou	4					П			П			1	workshop with designers and users of the tools, finalize and	
WHO,	SOS, ROS	MN AM	-9O	20,000	\$	travel and	1	X X	X	Х	x x	X	_	+	\vdash	+	X	4	Number of countries that conducted an assessn 5 Revise ProPAN and Linear Programming software tools, hold	
												П						ı	and IBFAN); xii) Operationalization Guide for new WHO Growth	
					- 1							П							Operationalization Guide; x) updated IFE ops guidance; xi) improved maternity protection at the national level (with ILO	
NINO						61600						П			$ \ $			1	legal guidance on the Code, ix) IYCF Indicators	8
partners, GAIN					6u	costs, printir costs						П							Paper, vi) Operational guide on new HIV & IF (recommendations; vii) Marketing guidelines for CF, viii) Expert	
IYCN ,					6ui	design/editir						П					П	į.	Joint WHO-UNICEF Planning Guide for IYCF; v) GMP Position	
ЕИИ,	Emergencies	DC, MA	пағимр		order	bnuchase or	1					П							documents on IYCF disseminated between including: i) IYCF programme guidance; ii) PROPAM manuat; iv) 2010 and 2011	
,OHW	,nsdrinA	NM, CR,	-90	900'09	\$,sASS	×	x :	x x	X	x x	×		+	х	+	×		Number of new/revised UNICEF guidance 12 7 Develop/finalize and disseminate IYCF guidance documents	emphasis on target1 countrie
	SON	MM, CR,	USFUND	000,08		travel		x ,	$\downarrow \downarrow \downarrow$	x	, ,					V	,ll	1	Number of country support visits conducted 15 11 In coordination with ROs, provide technical, planning, M&E support to IYCF priority countries;	COs/countries with an
	*00	do Mil	- 40	000 00	3	Joriesa		+		\uparrow	1		-	+	H	Ť	1		Develop funding proposals for NYHQ IYCM unit;	improve child survival and development is provided to
	200 700											П						ŀ	- PARMO;	ot anoitnevnetni noititun
	PARMO, ROs, COs	MM, CR,					×	,	x x	x	l x	×					×		Number of funding proposals submitted 4 6 Technical support, fundraising and advocacy for IYCF: - Engage with donors, NatComs etc, in collaboration with	Autrition Section support for the scale up of essential
							1	7	\Box	\top	\top	\Box		o	\Box	\top	\forall	7	on CO activities & regional initiatives	
		DC					×	x :	x x	х	x x	×		\perp	Ш	_	x x	1	IYCF with HQ and providing regular updates 5 Undertake technical review of draft legislation and policies	
	ROs	NM, CR,				travel		Ι,	, _V	x	v v	П			Ш		\ \		Number of ROs with IYCF focal points 4 Conduct advocacy and provide capacity building support to identified, updated, with joint workplans on a deguately skilled and	
	-00	DC, MA				Jonest	\vdash	+		7	1	Н		+	H	+	+î	Ť	Number of ROs with IYCF focal points 4 out of 6 A Conduct advocacy and provide capacity building support to	
	ROs, COs						×		x	x		х		\perp	Ш		x	x	Number of ROs with IYCF components of 6 out of 6 3 Align RO workplans with respect to IYCF activities with HQ	
			USFUND	000,04															01	
		DG 'AM	-80	000,04	2 1901	bnıcysse or												1	component of the essential nutrition package consultations to review/develop region specific IYCF strategies	
	ROs		pəpunjun	000,08	\$	travel and		х	x		K	х					x		Number of COs with comprehensive IYCF 2 Conduct at least 4 Regional/sub-regional workshops/	
																			through program volume and presence (including country support visits and participation in national events as	HODOS
																			comprehensive and up to date IYCF package support countries to convene and lead IYCF programming	in upstream and downstream
																		-	nutritions strategy) which reflects a nutritional care and status with emphasis on priority countries;	appropriate nutrition package
			1000															1	adopted/revised/have-in-place a national IYCF strategy development and creation of necessary	incorporated national nutrition
Vietna de la constante de la c	ROs	MN	ЯЯ	000,04	\$	travel	X	X X	x x	X	X X	X					x x		Number of target' countries that 1 Provide technical support for IYCF advocacy, policy and	1. In target1 countries, COs
External	Internal	Inioq	Type	JunomA	,		8	7 8	9	b	z s	L	4D M&E	Э	KW	ns ai	В	11	# KIOZ	bossiply sub-results)
ers	itns9	Focal	(Vino 01	.02) Buipun	14 8	Inputs	(9	rters	(Qua	əuil	əmiT		su	oiton	n d	MO C	Jq '		Indicators Targets by Act. Activity areas	Expected results (and

TL = technical leadership including PD accountability in sectoral policy advocacy across the organization; G = provision of guidance to assist COs and ROs; ND = strategic engagement with COs and ROs to influence national development; SU = support to scale-up strategies; and KM = knowledge management and sharing of

Cross-Cutting: P = Partnerships; C4D = Communication for Development/Behavior Change; M&E= Monif

		VM, CR,		S5,000 F	\$	ITRAGI	x	x x	x,	x x	x x			×		I		Number of partnership fora attended with IYCF 8 19 Participate in relevant global and regional fora for child survival, and agenda nutrition, food security etc, convene groups, participate in working groups, conferences, workshops etc, including working groups, conferences, workshops etc, including working groups, and ensure IYCF adequately	+
			pəpunjur	000,72	\$												Ï	(undemutrition and child mortality) countries, including CI/IHSS countries	
	Health, WASH	MM, CR,		23,000	\$	travel	x >	(x	x o	x	x x	Н	\vdash	-	l _x l	x x		No. of countries that received joint support 4 18 In coordination with ROs, other Mutrition Section & YCSD, provide joint strategic and technical support to high burden	
			10 00	, 500 00														available through SD which Autrition Section supported in identifying/ reviewing/ reviewing supported in identifying reviewing subserved on use by end 2011 2011 A fall proordination with ROs other Autrition Section 8 YESD	
	sw.	AW , NO																Complementary feeding programme and ready to some feeding programme and ready to some feeding programme and ready to some formulation and supplier identifications at least 1 tormulation and supplier identification.	
	EMOPS DPP, EMOPS				\$		XX	X	X	×	X X			T				Number of inputs, documents and reviews 20 17 Ensure IYCF is part of strategies, documents, matrices, provided to sections provided to sections (health, WASH, ECD, HIV and AIDS), as well as adequately reflected in DPP and EMOPS documents # of new nutrition products for the matrice provided on the matrice provided	
	ROs, COs	им, с <i>R,</i> DC, МА		_	\$		x x	x	x x	x	x x			×		x x		16 Documentation on IYCF for country advocacy. Provide materials/inputs/ideas etc to support enhanced understanding and strengthened attention to IYCF among senior management and representatives of high burden countries	8
	PDDO, EDO	DC, MA			Φ.													notes, updates, technical information, contributions to reports,	child survival and development is mainstreamed development is mainstreamed strategies, sections and organizational functions/ activities (OMP FA 5)
		DC, MA			3		1	T	Ŷ	+^+	Ŷ	\vdash	\vdash	1	\forall	+	П	Countries on priority countries receiving inputs 10 15 Documentation on IVCF for HQ: Prepare documents, briefing	3. Nutrition component of
CDC		рс рс	pəpunjun	120,000	\$	levelt travel			\neg	x	\top	x		x		x		No. of countries conducting Code monitoring 8 13 Support Code monitoring in selected countries and oversee quality of results A Monitoring of IYCF programme progress and status in all	
			pəpunjun	000,62	\$														
ICDC		DC	USFUND	000,12	\$ gninist	costs, 5					×			v		Ų		Code monitoring trainings Code monitoring trainings	
	COs, ESARO	MN		15,000	se order				Ť	\parallel	x x			Ť	\forall	×		Date when inter-country GMP consultation Q6 29 Organize intercountry consultation on GMP and disseminate undertaken and recommendations Number of countries who sent participants to 8 12 Train CO staff and counterparts on Code monitoring using	
	Partna Isnretni	Focal Point	Type	r0S) gnibnu ⁻ InuomA	l stud		8 Z	arter e	g g	niləm E	z ı ! 1	∃&M	tions G4D				ור	Indicators Targets by Act. Activity areas # Pro2	Expected results (and possibly)

TL = technical leadership including PD accountability in sectoral policy advocacy across the organization; G = provision of guidance to assist COs and ROs; ND = strategic engagement with COs and ROs to influence national development; SU = support to scale-up strategies; and KM = knowledge management and sharing of

Cross-Cutting: P = Partnerships; C4D = Communication for Development/Behavior Change; M&E= Moni

		DC, MA						T	П		T	T		T	П	T		ofni sandisvonni edenos and incorporate informations info				
	\$05, CO\$	NM, CR, F					x x	X	X	(X	X	×		X		1		countries; Document successful experiences with scale up of IYCF and provide technical support to countries, with emphasis on priority countries.	38			
	500 '50)	DC, MA																programme excellence guidance and disseminate to all	10		eacta parialitinon in laditini	
	803 808	MA, CR, F			-		××	X	X :	×	+	+×	\vdash	×	Н	+	+×	programme reviews/evaluations Document good practices on IYCF, incorporating into	32	3	programme evaluations supported Number of documented cases	
		им, св,					×	×	x 3	x	x	×		x		>	х	Support selected countries to conduct ops research and	98	ε	No. of operational research activities and	
	01110																. [on the new IYCF indicators			included the new IYCF indicators	
-	SWS				_		H ×	X	X	(X	XX	1 ×	\vdash	X	\vdash	- '	×	Support selected countries to collect, analyze and utilize data	35	S	No of countries that conducted surveys which	
	SWS	OR, DC	ВВ	000,01	Order \$	Purchase (x	x x			×				Prepare and publish articles in peer-reviewed journals on IYCF and GMP	28	ε	No. of articles submitted to journals	
		им, св. в	USFUND		Order \$					x	x x			x	П			Publish and disseminate IYCF 6-country review and report on it at Executive Board				Os/COs as well as at global evel, (OMP FA 5)
										1		Т			П			components of surveys, etc				nd has capacity to support
	SINIS	NM, CR, S				ASS	$ _{x} _{x}$	×	x s	. x	x x	×		l _x	11			Analyze IYCF data, review area graphs, monitor and review IYCF programme status, provide inputs to COs on IYCF	46			nowledge, including on enerating new knowledge,
OHM		MA, DC				V33		+	<u> </u>	1	1	1	\vdash	+	+	\dashv	+	COs, counterparts & partners	,,		completed e-learning on IYCF	breast of state-of-the-art
Cornell U.,		им, св, с			\$ 19	SSA, trave	x x	x	x :	x	x x	_		x			×	Develop and implement e-learning course on IYCF for ROs, x	33	%08	% of professional nutrition staff which	ai meat notition team is
MEb	emergencies MM units	AM ,MN					П				x x			x			T	Participate in strategic planning and discussions with WFP, including on how CF is added to revised MOU	35			
A8AW	200							×			x	Г	x		П			Support WABA, DOC and COs in preparation of the annual World Breastfeeding Week materials				
	200	NM, CR, IDC, MA												x				In collaboration with DOC and others, optimize media for showcasing UNICEF action on IYCF and be effectively				
SCN, MHO, WHO,		DC, MA																GAIN IYCF working group and provide inputs related to legal/regulatory issues; participate in Alive and Thrive TAG; participate in other fora as required.		Ö¢	for World Breastfeeding week date when CF is adequately reflected in the	nterventions (OMP FA 3)
GAIN,		NM, CR,	ЯЯ	20,000	\$	fravel	x x	X	X 2	X	X X		\vdash	X	\vdash	+		Chair SCN IYCF & complementary feeding WGs; participate in	52	91	Number of CO that receive support from HQ	p and learning on IYCF
vanous		NM, CR,	NN	000'07		travel										Ĵ		Catalyze, convene, steer and influence partnerships for a leveraging funds, engaging action, technical guidance, coordination and positioning, and ensuring complementarity on	4 7	9/.0/	completed each year	Global partnerships with MICEF that support the dvocacy, coordination, scale
SHOUEN	do:	MN, AM		20,000	5	tevel	Ĥ	1	Î,		Î	1				Î,	Î	Provide technical input into ECD's work on monitoring tools and analysis of parenting questions related to nutrition in MICSIII		7632	deidu acitivitae aclastau 2M 30VI 402 te 30	dim eniderector ledelO
		DC, MA			3			, ,							П	1		ACSD, H1N1 and others as required				
	C4D	CR CR, V		-	\$			x x	1	c x	x >		x		x		^ ^	Collaborate with C4D to conduct training on communication for exclusive breastfeeding and other communication related activities relevant to IYCF		%09	Number of countries which participated in training on C4D for EBF	. 80
		DC		-	s		x x	x x	×	c x	x >						x x	Provide legal and technical information and advice, including a comments on draft legislation, to governments seeking to develop and implement policies and laws protecting breastfeeding and regulating marketing practices of breastmilk	1Z			
		DC		_	\$		x x			c x				×		,	x x	Review and analyze information from the breastmilk substitutes a notential relationships do not underthy and contribute to the organization's policy development in private sector collaboration to ensure that development in private sector collaboration to ensure that a potential relationships do not undermine programmes in infant				
	Partn Isn1etnl	Focal Point	(Vlno O1) Type	os) gnibnu JnuomA		anduj	8 2 (s	arters	en ©) :	niler ε	niT s	NSE	suoi:	Ennc.	3 200		זר פ		.toA #	Targets by 2011	erofesibni	Expected results (and possibly sub-results)

TL = technical leadership including PD accountability in sectoral policy advocacy across the organization, G = provision of guidance to assist COs and ROs; ND = strategic engagement with COs and ROs to influence national development; SU = support to scale-up strategies; and KM = knowleade management and sharing of

Cross-Cutting: P = Partnerships; C4D = Communication for Development/Behavior Change; M&E= Monil

(000'992) \$ (papun	uinU		
ed RR \$ 130,000 bed OR \$ 239,000	-Ennde		
000,3E9 \$ (bebni	Grand fotal (funded and unfun		
MM, CR, all Mutrition DC, MA section units		40 Enhance collaborative working relation between units of the authorition Section and strengthen the synergies between IYCF and the other programmatic areas; provide technical inputs on	
DC, MA DC, ROs	x x x x x x x x x x x	39 Keep abreast of latest research and literature on IYCF and summarize, analyze policy and operational implications & disseminate to countries as appropriate	
stunding (2010 only) Focal Partners Amount Type Point Internal External	PD OMP Functions Timeline (Quarters) Input	Targets by Act. Activity areas	Expected results) Expected results)

Micronutrient Unit Workplan 2010-2011

									,						,		_				
									11		1				11			into account current science and program policy and practice		micronutrients and infections	
						x >	x x		×						1 1		۲	interventions in relation to infections (TB, HIV, malaria) taking		Program guidance on	
	HIV, Health	TA, QN	ЯО	000,318	ASS				11						1 1			Develop program guidance on scaling up micronutrient	80	Date of dissemination of	
						П	Т	П	П						П	Т		producers and program sustainability		(
NIAƏ		1 1	1			IJΙ,	ارا	x x	1.1				ΙΙ,	, x	x	Ψĺ		odine intake, iodized salt in processed food, small scale	! 	disseminated by Q8	
iccipp,		1 1				^ ′	1	^ ^	11	^ ^				` ^	1^1	^	`	elimination programmes' to reflect program maturation, high		guidelines developed and	
,OHW	RO, CO	TA ,UL	ОВ	\$250,000	SSA, PCA													Review and revise the 'guidelines for management of IDD	2	Number of programme	
								П	Π	\top				1	П	\exists	\top	program use		interventions	
	as																=	Further, with HFTAG develop programme guidelines for UNICE		combining micronutrient	
срс, мно	Health, PD,					X)	x x	x x	×	XX	Х		x	×	x	x	١	groups, adjustment of formulation, etc.		comprehensive overview for	
HFTAG,	Emergencies,			1	ARGS WORLD			П	11						1 1	- 1		considering their use in malarious areas, other population		guidelines for MNPs and	
NIH' CDC'	IYCF,	TA , UN	ЯО	\$15,000	Travel, PCA	1	\perp	\vdash	+				\perp	_	\sqcup	\perp	_	With WHO develop MMP technical recommendations	4	on MNPs and program	
	as	1 1								200								non-emergency situations	1	technical recommendations	
	Етегдепсу,			279-7002-2-1-00				* *	*	×			x >	1	×	×	1	age group, prevention and treatment objective, emergency and			
	IYCF.	ALNUUNTA	ов (срс)	000,01\$	ASS	+	+	\vdash	+	+	_		\vdash	+	\vdash	\rightarrow	+	Develop overview for combining micronutrient interventions, by	180	Date of dissemination of	
2000		1						Ш	×	x x				×	×	×		different regions and food/condiment vehicle)	peterinessib si noitisod	do siscadado ac
FFI, GAIN	ВО	UUTA	ЯО	000,018	ASS	1	\perp	\vdash	\perp	_	_		\vdash		\sqcup	_	1	Develop food fortification position and UNICEF's role for	10	Date when food fortification	COs/countries with
1		1 1							11		1				1 1	- 1		multicenter (UIE) study	1		provided to
		1 1													11			Analyze, report, publish and disseminate the results of the		naseuuuseen	ai finemqoleveb
		1 1	1			x >	K X	××	×	1	х		x >	(X	11		۲	status UIE and thyroid hormones.	6	betaninated	DUD IDAIAINS
I								П	11		1				1 1			a multi-center study on functional consequences of high iodine	1	completed and final report	nuub axouduuu
ETH/ICCIDD	RO, CO	TA ,UL	ЯО	000,87\$	PCA, Travel	1	\perp	\perp	\perp		_				\sqcup	\perp	- 6	Engage, provide guidance and technical inputs and coordinate		Date when Multicenter study	ot anoitnevnetni
		1 1						Ш	11	1					1 1		1.	of country reports and present to donors		MNs between 2010 and 2011	nutrition
		1 1																(ii) donor reports (CIDA, Gates, USAID, CDC, etc), ensure qualit		The Control of the Co	
Fund		1 1				x >	x x	x x	×	x x	×		×	×	×	x		(CIDA, USAID, Gates, CDC, etc)		Total Social Section of the social section o	
Su ,astea	00	TA		500000000000000000000000000000000000000	0007.000700				11						1 1		s	(i) development of global, regional and country funding proposal	1	Mutrition Section and	
CIDA, USAID.	PARMO, RO,	מס/זוג' זח'	ЯО	000,012	Travel		1000					- C						Coordinate, consolidate and provide technical input for	Inoillim 07	Amount of funds raised by	2. Nutrition Section
	AFE THE S		HOLDENS HELE		PERSONAL PROPERTY OF THE PERSON NAMED IN COLUMN TWO IN COLUMN TO THE PERSON NAMED IN COLUMN TO T													LIQUEUR POLICE UN POLICE U			
						x >	x x	x x	×	x x					1 1	x	ĸ	exposed/infected children		end Q8	
		DA ,TA , GM				+	+	\vdash	+	+	\vdash	-	\vdash	+	\vdash	+	+	Achieve clarity on role of MNs on HIV infected women and HIV	-1	home fortificant strategies by	
9AT4H	0.0000000000000000000000000000000000000		Walter 2004 100 P. C.	14 (2000)		x >	x x	x x	×	x x	х	x	x x	c x	x	x	ĸ	orificants such as multiple micronutrient powders			
CDC, SGHI,	RO, SD	TA . GN	ов (срс)	\$20,000	SSA, PCA	4	1	\vdash	+	_	_			\perp	\vdash	_	+	Support regional strategies for introducing and scaling up home	5 7	Number of ROs with regional	4
1																				8D yd batsnimaesib	
GAIN,						,	x	x	×	×				×	x	x	x I	make-or-break countries and disseminate recommendations	1	recommendations/reports	nun uuna nada
Network,		1 1								100				1000				eview and advocacy workshops/ consultations especially for		regional workshops with	uu ofmund
enibol	RO, CO	TA .UL	ЯО	000,001\$	SSA, Travel													Undertake and support global and regional IDD/USI strategy	2	Number of global and/or	backage ² in
							T	П	П	Т				Т	П						appropriate nutrition
											1				1 1				1	elimination of IDD by the end	which reflects
																			1	strategies for the sustained	
1						x >	x x	x x	x	x x				×	x	x	×			updated action plans/	
											1	1						mplementation		countries, which have	1
																		countries, monitor progress and provide technical inputs for	1	especially the make or break	
NIAĐ	во, со	TA .UL	ЯО	000,27\$	SSA, Travel													Review IDD/USI strategies in priority (especially make-or-break)		Number of countries,	
		14 111	Type	JnuomA	THE RESERVE						7004	Cha		N C	CN			Cleard as allow ullaiseages), disales at astaclarie [3] [AGI] maines			10000000000000000000000000000000000000
External	A TOTAL CONTRACTOR	Point			*stuqni	8 4	4 9	3 2	<u> </u>	ر ا ب	Total State of the last		d N				1		1102		
ners	hвЧ	Focal	gnibr	un-1	Required		əι	ıilən	uiT			snoi	poun	db E	NO (Ы		Activity description	Targets by	Indicators	Expected results
	-			10000	- 10 mm - 12 h	-		1000	- 10 - 10						-						

NIAƏ Mehwork, JAMTHAG, SAVA, TVS,	RO, CO, SD	JU. AT. WS	90	\$360,000	lavel		x x :	×	x x	x								Collaborate with GAIM on (i) Coordination of USI partnership in phority countries; (ii) Use of iodized salt in the processed food in priority countries; (iii) business model for sustainable elimination of IDD, (iv) lessons learned from GAIM/UNICEF partnership (v). Establish collaboration with GAIM on food fortification to maximize synergy and program results at country level. Work with SD to establish procurement mechanism for outsourcing of fortification premix and equipment from GAIM and guidance on use for COs.	ε	seitivita seitivities snoesel bas besnemelemi besmed documented	4. Global partnerships advocate for and support coordination, scale up and learning of essential nutrition interventions
GAVA partners	DPP, COs	TA, JK, AT	90 80	000,01\$		x x x	\sqcup	x	x x x x x x x x	×			x					Analyze MICS for monitoring USI progress and achievement, and review CRING data Improved integrated coverage monitoring of child health days Support role of senior management functions in FFI EMT, CAIN management with partners Collect and analyze VAS coverage reporting for inclusion in SOWC report each year. SOWC report each year.	ε	Number of reponts and/or aticles submitted to peer reviewed journals	3. Nutrition component of child survival and development is mainstreamed in all relevant UNICEF strategies, sections and organizational functions/ activities
Zn Task Force	во, со	ND, AT TA\UL\XL\UN TA\UL\XL\UN TA\UL\XL\UN TA\UL\XL\UN				+	+	+	x x x x x x	_			+	x x	×	+		Finalize guidance paper on zinc programming with health section and define roles and responsibilities Provide program guidance, oversight for vitamin A, IDD elimination, CDC supported projects Program information circulars for RO and CO on micronutrients			
AVAƏ snənnteq	00	TA	ЯО	000.21\$	laveiT ,A22		x 3			×			x	>	x x	-		awareness, and raise additional funding resources Provide guidance to countries on best practices and lessons (i) Child Health DayaWeeks (ii) Global achievement for elimination of IDD by 2015 (ii) IDD/USI programmatic indicators	ε	Number of programme guidelines developed and disseminated by Q8	
OHW, AVAD	RO, CO	AL ,TA , QN	ЯО	000,012	lavel			×	x x	x				X X	×	×		Co-develop VAS guidelines in collaboration with WHO, and disseminate and guide countries in its implementation, donor		Date when VAS Guidelines finalized	
GAVA CIDA	ься	Ж., ТА . ФИ	яо	000'0Z\$	Travel	-	×	×	××	x x	c	×		x x	×	x		Explore opportunities for vitamin A fortification in countries with VAD, but also including countries with improved USMR to introduce food fortification and targeted VAS	Z	# countries to which support was provided on VAV food fortification	
GAVA padners	253	ИР, JK. АТ JK, ИВ	яо	000'0 >\$	ləvel	x x	× 3	x x	x x			x			×	×	(!	Support countries with high under five mortality rates and/or VAI with the following considerations: (i) <80% full VAS coverage; (i) <80% full VAS coverage to ensure that plans are in place for the hard to reach and support scale up; (iii) where VAS full coverage >90%, review number of unprotected children and determine is >90%, review number of unprotected children and determine Dindertake VAS supply forecasts with COs and SD.		# (%) countries in these categories to which support was provided	
ners External	Part lemetni	Focal Point	gnib:	nu¬l tnuomA	Required studni	8 4	STREET, SQUARE,	ləmi	Charles of the last	1 38	DESCRIPTION OF THE PERSON NAMED IN	oitoni o a	Name of Street	and the	Service Servic			noitqinasəb ytivitaA	Targets by	erotsoibul	Expected results

MM Unition Section Workplan 2010-2011

ners	THE RESIDENCE OF THE PARTY OF T	Focal Point	6uipu	ın'i	Required stuqui	The second second	eline	THE REAL PROPERTY.		District of the last	Name of Street	tonu	STATE OF THE PERSON	Name of Street	CONTRACTOR OF		Activity description	Targets by	lndicators	Expected results
External WG, BOND.	Internal	1110	Туре	1nuomA 000,∂£\$	sanduu	8 2	9 5	3 4	2 1	B&M	CAD	d N	an kı	ПD	9	11	icome recording, mix 1 orang, m 1700, Orang, 110 vog, zine (asicronee; F1) for information exchange and coordination purpose			
Zn TF, FFI							T	П				П					acoding nonstrinos on a sprint so to the	.]		
Macro, LSM: DHS/ICF	DPP	ΆĽ ,UĽ ,ΤΑ	ЯО	000'01\$	SSA, PCA, Travel	×	x x	x									Develop dialogue/partnership with other global partners on monitoring nutrition indicators such as DHS (ICF Macro) and LSMS to ensure nclusion of key indicators (HHIS, UI?,) in their modules.	u l		
CDC, HFTAG, SGHI	IACE, Emergencies	TA , UN				x x	××	x x	××	×		x	x	×	x		STREngthen coordination and information exchange for scaling up MNPs			
bns əvilA əvindT		TA , QN	ЯО	000,1\$	Travel				x x			x	×				adMM of betaler and Thrive and Thrive related to MMPs			
		UL/QN/TA				×	×		×	×		x	x				Develop partnership with academic institution for data analysis, addressing research questions and program lessons documentation			
CIDA, MI	OMRA9	ТА ,ЯС, ОИ	ЯО	000,1\$	lavelT			××	××	×		x					Engage with CIDA and MI to ensure that reporting is more programmatically focused and streamlined	t J bet year	Number of requests to CO for observation to one of neutrinoini tropon to open	
нкі	GS ,OMЯAЧ	TANNUUL/QN				x x		x	x x	x		x					Strengthen donor relationship with MI, CIDA and USAID with increased ocus on programme challenges and program relevant reporting		CIDA and MI	1
HFTAG, IZINCG	ас 'ОМЯАЧ	SWQWTA										x				t	Saise funds for Zinc, MWPs, food fortification, IDD, maternal anemia and negrated packages of essential nutrition interventions			
		TA						x	× ×		2200						Secure funding and recruit HQ food fortification specialist	Z	Number of interns that produce a key output for MNs	to tasends at ma
		lls				××	××	××	××								Continuous information exchange on program developments, section activities, literature		вид	sed bas she has power to support
		lis				××	x x	××	×								ncrease nutrition section capacity through interns for specific tasks and sollaboration with academic institutions and networks	Ø3 2010	date when FF Officer is working in Nutrition Section	

Total amount of funds required \$1,387,000

-	\$ DebruinU
-	\$ pəpunjuN
1,387,000	\$ Total Funded
1,352,000	\$ Ro bebring
35,000	\$ Funded RR

Emergencies Unit Workplan 2010-2011

CDC	Section, DOC	47 'TI	papunjun	looo'oc	(sdint		11	_			\neg					1		D 3
Nutrition Cluster,	RO, CO, Nutrition	ובוע	pepungun	30 000	E 25 1/25	Ш	11			11		П		11				
Group, IBFAN,	001111111111111111111111111111111111111				Travel (4	XX	X	x x	X X	X					nutrition emergencies (including IFE, MMN and CMAM)	%001	 reviewing CAPs 	
WHO, IFE Core						П	11								Provide technical guidance (including field support visits) for			
0 221 01111	Nutrition Section	IE,L4				\vdash	+	+	Н	+	+	\vdash	+	+	inputs as appropriate - and follow-up directly with CO	1	section supported by:	
	EMOPs, HATIS,	,	1			x x	x	хIх	x x	x				11	nutrition is systematically included, and provide technical		emergencies which nutrition	
					1								11		Review all CAPs/HARs Flash Appeals et al to ensure		% of annual acute	
Nutrition Cluster	DHR	1E,L4				П	П		П		\top		\top	П			inclusion/exclusion in Roster	
		2 All W. C. 1100					1.1				-1.						reviewed for	
						XX	X	XX	XX	X			+	\Box	selected emergency nutrition staff (including surge capacity)		nutrition staff Nutrition Section	
							11					11	11		Provide technical clearance of potential (roster) and		% of potential emergency	
	SD, RO, CO	31					\forall				\top	\vdash	+	\forall	of ready to use infant formula and generic label and			
						X X	X	x x	x x	X		11	11	11	review/revise emergency supply list with SD (e.g. addition of ready to use intent formula and generic label and			
	SD, RO, CO	71	pəpunjun	000,02	PO	\vdash	+	+	H	+	+	+	+	+	goitible a a) (12 dtiv tail ylagua yagabagga asiyasiyagiyas	1		
	00 00 03			000 30	00		11	\ \	x x		- 1 7	11		11				
							11	1^	^ ^						Establish stock pile /buffer stock of RUTF at SD			
MSF, UNHCR	SD, RO, CO	71	pəpunjun	000,81	ASS	\vdash	+	+	Н	+	+	+	++	+	monthly basis)	1		
Foundation,	00 00 00			000 37	*33	x x	_x	x x	xx	x				11	to inform future forecasts and adaptation of tool (on 6			
Clinton							11					11		11	Review of forecasting of therapeutic supplies against actual		on use by end 2011	
WFP, MSF	SD	IE, L4	papunjun	000,01	(sqint	\vdash	+	+	\vdash	\top	\top	\vdash	+	+	results of operational research	1	revising/developing guidance	
Water Wester					Travel (2		11	×	X					11	Roll out new UNIMIX (CSB++) through SD based on final		identifying/ reviewing/	
Nutrition Cluster	SD, RO, CO	רל	pepunjun	10,000	(adint	\vdash	+		\vdash	\top	\top	+	+	+	bulletins and product specifications formulation.	1	Nutrition Section supported in	
			1		Travel (2										equipment, scales) including input to SD's technical		available through SD which	
						× ×	×	×I×	x x	×		11			on use (RUF/RUSF, high tech anthropometric measurement		MASO/MAMO to qu alsos	
															New supplies reviewed and revised and guidance provided		# of new nutrition products for	
Cluster	2D	31				П	П	7	××	V	$\neg \neg$	П	П	П	WHO standards for identification of SAM			
MHO, Mutrition	RO, CO, DOC,					Ш	\sqcup	^	^ ^	^		Ш	\perp	Ш	Disamination and follow-up of joint statement on use of			
Cluster	tinU	31	papunjun	000,7	Od		11		$ _{x} $	x				11	emergencies	1		
ENN' MHO'	RO, CO, IYVC		01.10	000'00	1/0/	\vdash	\vdash	+			+	\vdash	++	+	ni gnibeet franti no senilebing lanoitered of weiveR	1		countries
International	во, со	31	237.127.22	30,000	PCA	П	П	X	xx	X		11		11	betaminessib	1	t f 02 bna yd batsnimassib	emphasis on target1
bilsV	00 (0)		-AO		- /adu	1	\vdash	\perp	\vdash	\rightarrow		₩	++	+	S Case studies of scale-up of CMAM documented and			to COs/countries with an
PAHO/INCAP	во, со	77		15,000	(sqint	١	1.1					11		11	MAMO to review for CMAM	3	 case studies 	development is provided
Valid, FANTA, WHO, NGOs,			pəpunjun		Z) ləveiT		1*1	× ×	^ ^	^		11		11	Support for regional & country action planning, programme			child survival and
Donors, WB	Section	31	ИК	10,000	(sdut	\vdash	+	+	H	+	+	+	++	+	partnerships to leverage resources		 programme reviews 	evorgmi of anoitnevretni
divid	PARMO, Nutrition	اد	"	1000 01	Travel (2	$ x _{x}$	x	xx	x x	x				11	Security in emergencies including strengthening	1		up of essential nutrition
	RO, PD, EMOPS,			1	C) lowest	"	11	1		"		П		11	Advocate at all levels in favor of enhanced Mutrition		# of CMAM related:	 Support for the scale
	身 声 《 字 字 字 字 字								STATE						AND THE PERSON OF THE PERSON O		and the second second second	是这个人的一个人的一个人的一个人的一个人的一个人的一个人的一个人的一个人的一个人的一
Governments.	Nutrition Section				(a.d)		TT	T		T		IT	TT	П	Africa /Arid Lands)			
and	RO, CO, PD,	귀	pəpunjun	20,000	(sqirt S)	$ x _{x}$	x	xlx	x x	x I				11	Nutrition Security in chronic emergencies (e.g Horn of		1	
NGOs, Clusters			1 350/40 H941000		SSA, Travel									11	Support new regional initiatives/ strategies to address		1	
,1144,OHVV,OAT	Section	MS4,3II			_	\vdash	+	+	Н	+	+	+	+	+	package, policies and strategies	4	евсу уевг	downstream action
	PD, Nutrition	1102 21				$ x _X$	x	xx	xx	x					planning for the incorporation of an appropriate nutrition	at a	and strategy development	upstream and
															Review of selected country programmes and support		EPRP review and/or policy	nutrition package ² in
	EWOPS	77				\vdash	\Box	\top	v		\top	\top	\top	\forall	//5	1	programmes supported for	
	CO, PD, HATIS,								^		\perp	\perp	\perp	Ш	Review of incorporation of nutrition CCC's in EPRPs	101	Number of country	
мер, имнся	Nutrition Section	₽J '∃I	SOR	62,000	(4 trips)								IT				betsnineseib	nutrition policy/strategy
HKI' MHO'	, до, со, Рр,				SSA, Travel				XX	X			11		on operational research, output from MAM meeting etc.)		si MAM maganam of ygatarta	
CDC, Harvard,															besed) MAM to framagement of vegetarized of vegetarized	1102 bna	Date by which the new	
External	Internal	Point	Type	JunomA	inputs	8 7	9	9 7	5 3	1 38M	P C4	n KM	s N E	11		by 2011		possibly sub-results)
Jers	ihs9	Focal	No. Contract Services	gnibnu7						T snc					Activity description	Targets	Indicators	Expected results (and
							-			-			-					

				Tanala:		_	_			_			_		_			ud hanolavah sainnamana	vaeanwhe hae naidem
Valid, NGOs, ENN FANTA,	во, со, рър	31	AO.	000,04	PCA		П		×	×				П		Develop monitoring database for CMAM		nelated to nutrition in	systems for decision
ATNA		31	ВО	29,445	PCA			\top	×	x	\Box	П		П	T	(guidelines, RUTF etc.)	Z	# of new nutrition information systems and/or databases	6. Strengthening of Nutrition Information
Valid, NGOs,					Post San Sal Gray			-		Sales of	-	-	THE ST		-	Global mapping of progress on scale-up of CMAM	2	aciteratorai acitiatua mea to #	in a sign of the sign of
WFP, UN	DPP, DOC	ESM	ОК	42,000	AT						T			77		Economic Crises			
1	PD, EMOPS,	1102	40	000 01	-					×						Finalize monitoring tool for tracking effects of the Food and			
	огра/рнв	IE,L4					П	H	Π		П	П			T	and products are appropriately included			
	EMOPS, PD,						l				\Box	\Box		\Box	1	mapping initiatives, CCCs e-learning, induction packages etc.) to ensure nutrition in emergencies, tools, messages,			
						XX	× ×	x	* *	×	11					and training work (incl emergencies on the intranet,			
											П					Feed into general emergencies knowledge management		Emergencies	global level
Valid, SCUK	RO, CO, SD	31	ЯО	102,417	₽CA		Η.	(x			\vdash	\top	\top	\top	\top	MAS to Insmaggnam tot labor Insmissry		ni noitrituM ni anoitsvonni	ROs/COs as well as at
							×	(X	× ×			\perp		\perp		Provide support for operational research of a mass		Malnutrition, and other	capacity to support
experts		1E, L4	pepunjur	000'09	(eqint 4)						11					innovations in Nutrition in Emergencies		Management of Acute	art knowledge and has
selected nutrition	RO, CO, Mutrition				SSA, Travel	X	П	X			11					no Management of Acute Malnutrition, and other		nbdated skills on	is abreast of state-of-the-
								Ш						Ш	1	Organize workshop for ROs and selected COs for updating	50	# of RO and CO staff with	5. NYHQ Nutrition team
																corough the lower than chounted this annual			
WHO, FAO			pəpunjur	10,000	(sqirt	x x	X X	(X	x x		11				1,	Review and adapt global MoU as necessary with WFP, and define joint collaborations with other UN agencies			
WFP, UNHCR,	Nutrition Section,		papunjur	000,02	(Sqint)	+	+	+	+	+	+	+	\vdash	+	+	meetings and activities and undertake action assigned to			
	,3,,-,-,-,	00 31		000 00	Travel (4		ll.				11					Force, SCN Nutrition in Emergencies working group,			
					'''	X X	× >	x	× ×	×	11					Emergencies Core Group, International Malnutrition Task			
							\sqcup	\perp	\perp		\sqcup			\perp	1	Participate in Infant Feeding and Young Child Feeding in			
Nutrition Cluster		1E,L4	papunjur	20,000	(sqint		١.,١.				11					sud sub working groups and report on UNICEF's			
	Nutrition Section,				Travel (4	x x	X >	'\x	× ×	×	11				1	Contribute to Global Mutrition Cluster activities through core			
group	DD	IE,L4				+	\vdash	+	+		+		+	+	+	humanitarian response		end 2011	anoitnevretni noititun
Sphere revision		7.12								×						Contribute to SPHERE revision of minimum standards for		been developed/revised by	
Valid, FANTA,	ВО		papunjur	10,000	(sqint		П	П	\Box		П					The state of the s		emergency nutrition that have	
IFE Core group,					Travel (2	XX	x b	(X	$\times \times $	×	11				1.	(e.g. Infant Feeding in Emergencies Core group) to develop revise and update Operational Guidance		documents related to	
UNHCR, ENN,															1	Collaborate with UN agencies (e.g. WHO) and partners	2	Number of guidance	
dalW CHW		A service											100						
	EMOPS, PD	IE,L4	STATE OF THE		THE RESERVE OF THE PARTY OF THE			T _V	VV		П	\top	П	TT	Т	incorporation of CCC's for Mutrition			activities
							\sqcup	1^1	^ ^		\sqcup	\perp	Ш	+	_	Review guidance on CAP/HAR/Flash appeals for			\another \center \text{renotions} \text{lenotions}
	Section	1E,L4												11		emergencies and acute malnutrition are appropriately reflected in MBB.			strategies, sections and
	DPP, Mutrition						۱۷I,	x x	νII				Ш	11		monitoring systems. Work with Health Section to ensure		acutre malnutrition	elevant UNICEF
				1			1^1′	` ^	^		11				1	emergencies and acute malnutrition in surveys, programme		emergency nutrition and	lle ni bəmeərteniem
																Work with DPP to incorporate relevant indicators for		relevant indicators for	si framqolavab
Nutrition Cluster	PD, EMOPS, RO	IE,L4					П	П	×	×	TT	T	П	П	Т	ewergency response	1107 0113	Monitoring Systems include	3. Nutrition component of child survival and
							ш					_		\perp	_	Feed into development of CCC indicators for monitoring	1105 bae	Programme	to topogogo apitiztuld
AAOVII/OFIA 1	00.00	71	papunuir	1000,012	Wee	STATE OF THE PARTY OF		-		Signer.				T	and the last				
Cluster partners, PAHO/INCAP		=1	populigui	210,000	ASS		x,	$ x _{X}$	x							Capacity building for nutrition in emergency advisor			
Government,				1			["]"												
РАНОЛИСАР		1E, L4	DEID	361,958	PCA, travel		T	\top	\top	\top	\top	\top	\sqcap	\top	\top	priority regions/countries			
CDC,			-80	A STATE OF THE PARTY OF THE PAR				×	XX	X						Emergencies for UNICEF and roll out in coordination with			
ENN, IBFAN,						4	\sqcup	\perp	\perp		+	+	\sqcup	\perp	+	Finalize Capacity Development Strategy on Mutrition in			
governments	80, со,	IE, L4		10,000	Od											emergencies		enbbou response	
ENN'	1		500000000000000000000000000000000000000	1000,011	PCA				$\sqrt{ \mathbf{y} }$	V						Develop guideline and e-learning tool on nutrition in	%G/	 undertaking field visits to 	I .
External	Internal		-SIC	JnuomA	*stuqni	0		[] 	X X	^	. 0		ns C	ء ا	-	= apliture as lest animas a bas anilabiting aslaus	by 2011	of ation plot purietebuil	possibly sub-results)
		Inioq	THE PARTY NAMED IN	46-1-1	THE RESERVE OF THE PERSON NAMED IN	1010		_		annual statement	noito , ⊾⊃					Activity description	Targets	Indicators	Expected results (and
ers	nhaq	Focal		Buibnu∃	Required	(219	TEISH)	O) ar	iinelir	T	COITS	E Shirt	GM	O U		anitainash utivita	Maria de la Constantina del Constantina de la Co	Name and Address of the Owner, which the Control of the Owner, which th	

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ners	heq	Focal		gnibnu∃	Activity description PD OMP Functions Timeline (Quarters) Required	Targets	Indicators	Expected results (and
External	Internal	Inioq	Type	InnomA		by 2011	216	possibly sub-results)
FAO, WFP,	RO, CO, Mutrition Section, DPP,				gage with key fors working on the development of nutrition information systems (IPC, CDC, HNTS, Food TEconomic crises monitoring) for development of	OL	end 2011	COROCADO DUO GUIVIDUA
Clusters	EMOPS		papunjur	220,000	(sqi1 4)	ńs a		
				028,634,1	Grand Total for Emergencies Unit			
				000,01	BR bebnu국			
				028,797	RO bebrud			
				028,777	behnu I IstoT			
				000,289	DebnuînU			
				000,289	bəbnuinU			

Vorkplan 2010-2011 (KRA 4) as of 16 December 2009
NC Vision: To safeguard and improve the nutritional status of eme

80, со,	GNC		Cluster Coordinator Regional Nutr Adviser		000,831	ΑΤ	c c	x	x	×		x		×	(Support country nutrition cluster stakeholders to roll out/continue the cluster approach, use tools and guidelines; Prompt information and experience sharing through tele-conferences, Cluster communication and facilitating links between national-level Mutrition Cluster petween national-level Mutrition Cluster afakeholders and regional resources and networks with a nutrition focus;	9	# of countries with active nutrition clusters which attend at least 1 regional technical training on nutrition in emergencies each year of regional-level advocacy plans of regional-level advocacy plans agreed upon by GNC by mid 2010	Lountry Mutrition Country Mutrition Ilusters benefit from regional trategies and action lans; regional etworks and retitutional seources; updated riemational uidance, standards und tools, and tools, and lance at the restional retitutional retit
RO, CO, GNC Core WG, Humanitarian coordinator RO, CO, GNC Core WG, Humanitarian coordinator			CO Nutr PO/ Cluster s CO Nutr PO/ Cluster s	ЯО	000,00₽ 000,022	ASA/PC ASA, TA, PO (mtg venue)		x	x x x	x				x		7. Establish accountability framework at country level, conduct six monthly internal reviews and yearly external resons learning cluster activities and annual lessons learning to conduct lesson learning review and support process and feedback.	91	# of country clusters using Integrated information on cluster activities by end 2010 # of countries with at least 1 internal or external lesson learning review of impact of Country Mutrition Cluster activities completed by 2010	
RO, CO, GNC Core WG, Humanitarian coordinator			s CO Nutr PO/ Cluster Coordinator s	ЯО	000,88	ASS	x	x	×					×	x	Application of an appropriately adapted minimum information system package to country clusters;	8	endorsed tools and guidance by end 2010 # of countries that conducted training on GNC-endorsed tools and guidance each year	
Humanitarian coordinator GNC Core WG, RO, CO, Humanitarian			Coordinator s CO Nutr PO\ Cluster Coordinator	ЯО	000,08	∀SS :	(x	x	x	1		x	1	x	response, recovery and preparedness; 5. Adaptation and translation of cluster endorsed tools and guidance in contexts where necessary;	91	national nutrition capacity reviews conducted by countries each year as of 2010 # of Countries with Nutrition Cluster Dissemination strategies for GMC-	
RO, CO, Humanitarian coordinator RO, CO, GNC Core WG,	JinU ∃iM	25	CO Nutr PO/ Cluster Coordinator s CO Nutr PO/ Cluster	ЯО	20,000	(wig	(x	x	x		x		×	x	3. conduct mapping and reviews of national nutrition capacity; 4. Disseminate and conduct training on cluster endorsed tools and guidance, for cluster endorsed tools and guidance, for	or 6 regions (for 6 region) (sey f ninthiw	# of Country Mutrition Cluster national-level advocacy plans in place which include 3-5 key messages targeting stakeholders of Country Mapping exercises/	ormation- sanagement and trategic planning
RO, CO, Humanitarian coordinator			CO Nutr PO/ Cluster Coordinator s		Z24'000	ASS		x	x	x				×	(conduct workshops for producing and implementing an advocacy strategy;	rof anoigen S ni) (seintnuoo 8t	# of Annual Cluster Orientation Workshops for Country Mutrition Clusters	:lusters, through trengthened oordinstion, apscity, technical uidance,
RO, CO, Humanitarian coordinator	Sectional NiE Unit	Divisional	CO Nutr PO/ Cluster Coordinator s				\top	\neg	x x	П		a	M	X		Conduct coordinator and stakeholder orientation workshops;	20	# of countries with nutrition cluster resourcing integrated into Flash Appeals, CAPs, etc	Improved anctioning of the cuntry Mutrition
tion Gq of Isrnetx3	Sociosia Intra	entra	Focal Point	Type	gnibnu7 JnuomA	Required and inputs	Ш	219J	Guar a 4	11	T	suo	Funct	dWC	PD C	ions by ensuring an appropriate response that in Activities Description	Target(s)	Expected Results Indicator(s)	Description

			Marie Salates	y and		E E LEGIS		7				THE RE		100	100		Manual State of the State of th			
		1															necessary.		region/country use by end 2011	
							Π					П		П	П		process and dissemination where		adapted and translated for	
00 '00			Advisers						\square			П		П	П		priority tools for translation and support		guidance documents that were	
00,00	4		Region Mutr	al RO	000'57		X	1	4	+	_	Н	_	Н	1	4	10. Work closely with the ROs to identify	7	# of cluster endorsed tools/	
			1	1					П			П		П	П					
							Н	\square	Н	\perp		ш	-	Ш	Н		conuțity level			
							\Box	†	†	+1		\Box		П			operational research that can lead to clear action/implementation at regional and		recommendations	
	-		1			1	H	+	+	+1	-	\vdash	\perp	Н		+	can help fill the gap. Ensure focus is on		next steps for implementation of	
		1		1				Ш				П	1	П			and identify a technical/research group who		completed by end 2010, including	
Ore WG			Nutr Adviser		anata.	AT, A		П	\Box	11		П	1	П			key technical issues they need addressing	(xsm S)	as sisylana depth analysis is	
30, CO, GNC	1		Regional	80	000,04	SS/AO	X	+	X	\perp	\perp	Н	\perp	Н	X	1	9. Work closely with the RNA to identify the	1	# of technical issues for which an	
			1				П	Ш		11		Ш		П					евси Левц	
						1	П			11		П		П			contribution to these meetings.		smurol ledolglonal/global forums	
			1			1								П			support their active participation and	C	# of government representatives	
			Nutr Adviser											П			staff are informed of key meetings and		each year	
90,00	4		Regional		32,000	AT	11		Η,	. 1		П	1	Ш	V		active cluster members and key government	7	attended regional/global forums	
55 00			1	40	000 00	1 1	++	1	++	++	+	+	+	Н	-	+	Ensure country cluster coordinators,	C	# of country representatives that	
								П		11		П		Ш			carefully evaluate and adapt where		by end 2010	
						1	11	П	11		1	П		Н			run Joint 101 tools onentation training and		held in collaboration with the NiETM	
							11				1	П		Н			cluster tools for regional level training and	year after that)	and Tools (HTP, IFE, IPC, SMART)	
100 101	.		Nutr Adviser					П	П	11		П		П			lo appoint TOT training and knowledge of	(with one per	workshops on the Cluster Approach	
30, 00,			Regional	OB	520,000	ASS	X	X	X	X	+	\vdash	X	Ш	Х	\sqcup	7. Identufy NIETN members with capacity to	7	# of regional training of trainers	
							Ш	Ш	П					П					OLOS RILIDAS INCERTINAS DA CITO SOLO	
			Nutr Adviser				Ш	Ш	П			Ш		П			in anno Sources were consuct		GNC annual meetings by end 2010	
,00,08			Regional	ЯО	000,941	ASS		П				П			v		6. Establish a regional repository of nutrition in emergencies literature.	Q	# of regions which held at least one regional meeting which fed into	
						1	Ħ	†	17	\top	+	\vdash	+	\vdash	^	Н	transparency in the decision-making	3	and toget to blad deidus ancient to the	
							П	П	П	$ \cdot $				П			and methods to ensure accountability and		capacity by end 2010	
							Ш	П	П					П			and harmonizing of needs assessment tools		human, technical and financial	
00			19sivbA 1JuM		000100			Ш	Ш					П			technical issues including the understanding		map has been established for	
00	-		Regional	SO	000,08	ASS	XX	XX	(X	(X)	(\vdash	+	\sqcup	X	Н	5. Establish regional oversight on priority	9	# of regions for which a regional	
	1 1						Ш	П	П					П			and global forums;			
						1											Nutrition Cluster stakeholders in key regional			
						1											thematic working groups as needed, and ensuring the participation of Country		dnstfer	
																	annual regional cluster meetings, supporting		(and occasionally Global) level each	
			Nutr Adviser														training, mentoring, and by convening		regional teleconferences for country	
00			Regional				XX	x x	XX	(x)	(X		4. Build national-level capacity through	9	# of regions that facilitate quarterly	
										\prod							ігатемогк;			
							П										responsive action within the GNC strategic			
																	subsequent communication of needs for			perational gaps.
																	the basis for analysis of gaps and		0102 bim yd ofni.əsnoqsərəno.www	schnical and
			Nufr Adviser														and financial resource mapping, for preparedness, response and recovery as		forums in full operation through	llif of sonstairs
00			Regional				хx	x x	x x	x					x		3. Support national-level human, technical	9	# of Regional Mutrition Cluster web-	pəzimoteu
Gq of Ismetx3	Intra Sectional	Intra Divisional	Focal frio9	Туре	JunomA	stuqni	8 7	9 9	p 8	z	. M 3.8	D Ct	W I	ns	G N	П	Describtion	Target(s)	(s)ndicator(s)	Description
						Required														

Qq of Isnrefx3	Intra Sectional	Intra Isnoisivid SITAH , AH	Focal Point Cluster	Type	JnuomA 000,877	Required inputs	8 4	9 9	3 4	zı	M 8	ь Сс	W K	s a	רפ	1	Description 1. Establish a GNC core group team at	Target(s)	Indicator(s)	Description
	Nutrition Section		Coordinator	VO	000,077	Contract ASS,											Global level (Cluster Coordinator, Capacity Building Project Manager, Consultant Technical;	c	# of GNC Core group staff members (Cluster Coordinator, Cluster Adviser (Capacity Development), Consultant Technical (GVA)) in place by March 2010	rough greater inter-
GNC Core WG, RO,CO	Nie Unit, HATIS		Coordinator	ЯО	000,00	AT	x x	x x	x x	x x					×		2. Actively participate in inter-cluster strategy and planning meetings and ensure continual direct communication with other relevant clusters including WASH, Health, Agriculture (Food Security), Protection;		# of GMC meetings held each year (annual global meetings, donor meetings, working group meetings/teleconference and meetings)	lobal partnerships,
GNC Core			Cluster Coordinator				x		×	x					×		3. Initiate, facilitate and participate in global meetings, donor meetings, working group meetings/teleconference and regional		by end 2011	lectly inform alobal
GNC Core WG, RO, CO	Nie Unit	O.E.VII	Cluster Coordinator			12				x					×		 Attend priority global/regional technical meetings based on strategic relevance; 		# of new sub-working groups established by end 2010 which reflect priority needs identified at country and regional level	
GNC Core	NiE Unit	SITAH	Cluster Coordinator		25,000	AT				-					V		5. Foster improved global partnerships including with the SCN;	UFUS da 1 bna	Date by which the GNC Steering Committee is fully operational	
GNC Core WG, RO, CO	JinU ∃iM	SITAH	Coordinator							x					X		6. Establish new sub-working groups reflecting needs identified at country and regional level;		Date by which GNC governance note produced, ratified and disseminated, and TORs for working groups and steering committee formalized.	
ОЯ			Cluster Coordinator	ЯО	000'096	AT ,ASS	x	x	x	x					×		7. Establish a GNC Steering Committee to oversee GNC strategic direction and planning and ratification of WG priorities and plans;	(010S ni 1)	# of regional cluster coordinator trainings completed by end 2011	
RO, CO, GNC Core WG	JinU BiN	HATIS, Other Clusters			82'000	TA, SSA, PCA		x	X						X		8. Support the establishment of an HTP coordinating focal group under the CDWG;		# of GMC annual meetings held each year with representation from donors, governments, other clusters, country and UNICEF Nutrition Regional Advisers	=
GNC Core	JinU ∃iN		Cluster Adviser		15,000	ASS	x		x					x	х		 Strengthen GNC governance by setting out and agreeing financial, communication, administration processes and through 	July 2010	Date the Annual review (survey/questionnaire) on	
												T				T	developing clear TOR for the GNC, the working groups and TOR at country and		perceptions and strategic focus of the GNC is completed	
RO, CO, GNC Core WG	Nie Unit		Cluster Coordinator							_x					x x		10. Ensure regular contact with the UNICEF NIE section;	end Feb 2010	date when the global plan has been disseminated	

noii	Collabora)	Lead		Buibnu∃	Boginson	SI	narte	D	s	notton	H dW	ьрс		Activities		Expected Results	
Gq of Ismetx3	Intra Sectional	Intra Divisional	Focal frio9	Type	JunomA	Required	8 7 9	9 7	2 3	4 M	W b C	ns	e	JT	Describtion	Target(s)	(s)rofication(s)	Description
60, со			Capacity Bldg Project Manager		000,081	AT ,ASS	x x x	××	x x x				x x		11. Attend regional cluster coordination meetings and take account of country level internal reviews and external evaluations and mapping initiatives;	pk eug 5010	Date when Cluster-approved guidance and tools have been disseminated	
GNC Core WG, Donors, CO, RO, SD	JinU ƏiN		Cluster Coordinator		000'004	,AZ SSA, ADG	x x x	x x	x x x	(,	x x	x		pλ eug 5010	Date when regional and country actions based on findings of operational research are implemented	
GNC Core	JinU BiN		Cluster Coordinator		000,008	,AT ,ASS	x x x	x x	x x x			,	x x	х	 Conduct an annual review/questionnaire on perceptions and strategic focus of the 	DBT	Date by which harmonized tools and disseminated and translated	
GNC Core WG, RO, CO	JinU ∃iN		Cluster Coordinator		000,001	SSA, ADG			,	(,	x x	x	14. Establish a global level plan through involvement and summation of country level planning and dissemination;	22000 3000 1000 2000 2000 2000	Date by when Mutrition Cluster Coordination Handbook and Mutrition Cluster Orientation Package disseminated	
WG SCUK	ViE Unit	нк	Cluster Coordinator	5-00000000000	000'099	AT ,ASS				(K	x	15. Develop a coherent and focused strategy and continually disseminate guidance, cluster approved guidance and tools and a quarterly newsletter targeting regions and countries;	Z	# of Standby agreements developed by March 2010	
GNC Core	JinU ∃iN		Coordinator						x				×	x	16. Identify operational research gaps of direct relevance to strengthening cluster implementation through the setting up of a broad based Research and Development Working Group;	9-6	# of key GMC messages used for advocacy by end April 2010	
GNC Core	JinU BiV	SITAH	Cluster Coordinator					x	x x x	K				x	17. Harmonize and update existing tools;	L	# of accountability frameworks developed by end 2010	
												Ħ	1		18. Develop harmonized new tools/guidance arising from new areas of operational research;			
															19. Develop a CD ROM with all nutrition cluster and related NiE resources for use at country level and ensure regional additions;			
															 Develop a Mutrition Cluster Coordination Handbook and Mutrition Cluster Orientation Package. 			
												П	-		21. Support regional TOTs training in the main GMC tools (IRA, HTP, IFE, SMART);			
															22. Develop standby agreements with up to bartners for 3 staff per agency available for up to 6 months per annum;			
		Paccated and a second							Ш		\prod		\perp		23. Continue the development of the GNC NCC Roster;			
									\mathbb{H}	+	+	H	+	\vdash	25. Articulate key GNC messages and			
									П	П		П	T		develop means of communication and donor engagement.			

					000 700 0			TT	TT	TT	T	\neg	П	TI	TI	y/oso h n u			
																assessment tools, partnerships and presentational initiatives (SMART, HNTS, IRA, etc).			
									11		11		П	11	11	coordination for the main nutrition			
						1	11		11		11				11	participate in the OCHA NATF and provide			
1							П	11	11	11	11		П	11		current key assessment tools, actively			
							Ш	Н	П							27. Examine the convergence and gaps in			
							П	\sqcap	\Box	П	\neg	\neg	П	\sqcap	П	skaçem:			
							П		11		11					gnihogan noitemnoini muminim s dguondt			
									Ш							26. Develop accountability framework			X
Qq of lemetx∃	Intra Sectional	Intra Divisional	Focal	Туре	inuomA	Required	8 4	9 9	p 8	2 3	R B.B	b Cd	n K	s a	E LI	Describtion	Target(s)	(s)rofscibul	Describtion
noi	Collaboration				gnibnu∃	Position		STO	շոցպ)		suoit	Enuc	HMO C	ld	Activities		Expected Results	

Grand total (funded and unfunded) 6,091,000

000,04	\$	bəbnufnU
000,04	\$	pəpunjun
000,130,8	\$	Total Funded
000,130,8	4	Funded OR
	\$	Funded RR



Interoffice Memorandum

To:

Subject:

Mr. Werner Schultink

Date:

26 January 2010

Chief, Nutrition Section Programme Division

UNICEF

From: | Bruce Jenks

Extension:

sion: 600

6005

UNDP New York

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Knowledge Management Proposal Final Approval

Assistant Administrator and Director, Partnerships Bureau

File:

I. Approval Status

On behalf of the MDG-F Steering Committee I am pleased to inform you that your knowledge management proposal for the thematic window on Children, Food Security and Nutrition in the amount of US\$ 750,000 is now ready for signature and release of funds. In order to proceed to the transfer of funds, please submit the following:

- the signed project document/annual work plan required by your organization to apply for funding;
- designated programme manager/responsible person for this initiative; and
- bank account details.

Upon receipt of the requested information and signed project document/AWP, we will proceed to the disbursement of the funds..

II. Design comments

N/A

III. Management arrangements and delegation of authority

On receipt of a copy of the signed document, the Fund Secretariat will transfer the full allocation to your organization as indicated in instructions provided by you.

With best wishes.

CC.

H.E. Mr. D. Juan Antonio Yáñez-Barnuevo, Permanent Representative of Spain to the United Nations Mr. Juan Lopez Doriga, Director-General for Planning & Evaluation, MFA Madrid MDG-F Secretariat